

Sept. '47

*Smith*  
*Dun*  
*Bradstreet*  
*Inc.*



THE SMITH AND DUNON SHIPYARD ON THE EAST RIVER BY JAMES PRINGLE - COURTESY NEW YORK STATE HISTORICAL ASSOCIATION

# DUN'S REVIEW

THIRTY FIVE CENTS PUBLISHED BY DUN & BRADSTREET, INC. SEPTEMBER 1947

**THE PRICE OF DELAY MAY BE...**

**Total Destruction!**

**F**ire is a reality that is ever lurking. It starts in spite of preventive measures and once unleashed, may demand the utmost penalty of life, property and earnings. Of unsprinklered properties destroyed by fire, the great majority either failed entirely or their credit rating suffered drastic reduction.

**F**ire insurance is always essential. It goes far to replace property damage and lost earnings . . . but no insurance policy can return destroyed records — restore lost customers — replace trained employees.

**F**or more than a half century "Automatic" Sprinkler has served industry — the Federal Government — institutions — commercial and industrial undertakings of all kinds. Fire protection problems of all types have been met. Engineering, occupational and financial difficulties have been overcome. Instinctively, thousands of well satisfied customers call upon "Automatic" Sprinkler time and again for assistance in the solution of new fire hazard problems.

What is your problem? Let us try to help you. Our entire organization is at your service to give the utmost in "Automatic" Sprinkler fire protection. "Automatic" Sprinkler Corporation of America, Youngstown 1, Ohio.



A famous member of the "Automatic" Sprinkler Family. Provides adequate protection from quench tank, transformer, oil line and other fires of flammable liquid origin.

*"Automatic" Sprinkler devices and systems are listed by Underwriters' Laboratories, Inc., and approved by Factory Mutual Laboratories.*

## **FIRE PROTECTION**

DEVELOPMENT

ENGINEERING

*Automatic Sprinkler*

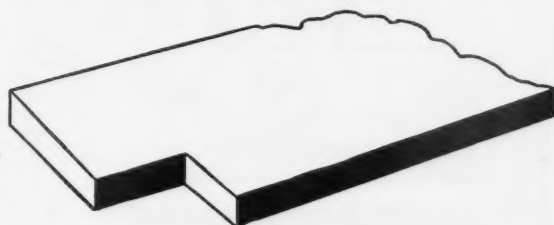
MANUFACTURE

INSTALLATION

**"AUTOMATIC" SPRINKLER CORPORATION OF AMERICA**  
YOUNGSTOWN 1, OHIO

OFFICES IN PRINCIPAL CITIES OF NORTH and SOUTH AMERICA

# Nebraska\*



\* One of a series of advertisements based on industrial opportunities in the states served by the Union Pacific Railroad.

- LARGE SOURCE OF FARM PRODUCTS
- LEADER IN DAIRY PRODUCTS
- MAJOR LIVESTOCK PACKING AND PROCESSING CENTER
- AMPLE WATER SUPPLY
- NATURAL GAS, COAL, OIL AND ELECTRIC POWER
- RICH MINERAL DEPOSITS
- DIVERSIFIED INDUSTRIAL ACTIVITY
- STRATEGIC DISTRIBUTION LOCATION
- EXCELLENT RAIL TRANSPORTATION
- SKILLED, FAIR-MINDED LABOR
- NO SALES OR INCOME TAX

Industries engaged in the packing or processing of farm products find Nebraska a rich source of raw materials. Corn, grains, sugar beets, potatoes and other vegetables are grown in abundance.

Omaha is a leading meat packing and poultry processing center. It frequently leads the nation in livestock receipts, is located in the world's largest butter producing area, and houses the nation's second largest industrial alcohol plant.

In addition to agricultural activity, there is diversified industrial manufacturing

such as farm machinery, air conditioning equipment, fabricated steel, brick and tile.

Nebraska has large mineral deposits; gypsum, salt, potash, sand, gravel, stone, etc. Natural gas, petroleum and coal are readily available.

Of particular interest to industry is Nebraska's "pay-as-you-go" policy; no state sales, income or luxury taxes. It is a good place to work and live.

★ ★

In Omaha are the headquarters of the Union Pacific Railroad which provides efficient, dependable transportation for shippers and travelers.



\* Address Industrial Department, Union Pacific Railroad, Omaha 2, Nebr., for information regarding industrial sites.

## UNION PACIFIC RAILROAD

THE STRATEGIC MIDDLE ROUTE

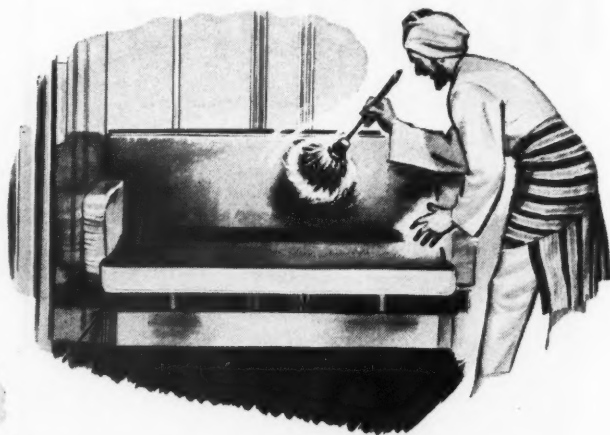




# skylines... by Otis

*In metropolitan New York, for example, there are 26,188 Otis elevators—more than all other makes combined. So it goes in all the cities of America, and many abroad. Creator of skylines? It would certainly seem so!*

**FITTED FOR KINGS** — East meets West and new meets old in an unusual elevator recently delivered to a Middle East potentate. As oriental in its satin and silk appointments as it is modern in its smooth operation and automatic control, this job is just another example of Otis ability to supply vertical transportation for *any* requirement.



**LONG WAITS AND SHORT TEMPER** — How long do *you* wait after pressing the "down" button before you hit it again? Seventeen seconds is average, according to Otis experts. Yes, cutting down waiting time is a big concern of Otis design engineers. They've been responsible for every major step in the development of safe and speedy elevator operation.

**THE LIGHT TELLS HIM WHEN** — Did you know that modern big-building elevators have a light which automatically signals the operator when to start? It's the visible part of an ingenious system developed by Otis to dispatch cars on a scientific basis, timed to the needs of the building and the hour. During rush hours it helps get heavy one-way traffic up or down without annoying delays. During off-peak hours it eliminates excessive waits caused by car movements getting out of balance due to hit-or-miss scheduling.

*Have you a vertical transportation problem — in an office building, a factory, an apartment house, a store? If so, there is an Otis man in your city who will be glad to give you the benefit of our 94 years' experience.*



**ELEVATOR COMPANY**

*Offices in all principal cities*



# Contents

SEPTEMBER 1947

**BUILDING PERMITS** Building activity for 1946 as measured by building permit value in 215 cities was the highest in years. A 13-year record with annual figures for each of the 215 cities and for geographic regions has been compiled by Joseph A. D'Andrea, statistician of DUN'S REVIEW; copies are available, free, on request.

**HERE AGAIN** If you were reading DUN'S REVIEW between 1937 and 1942 you have before this appreciated the writings of the Austria story's author. Then, as Ruth Leger, she was in charge of The Business Conditions staff. The war took her as an economist to OPA and then overseas with UNRRA. Her principal responsibility now is in arranging for articles and we are glad to have her with us again.

**SMALL BUSINESS** Suggestions made by the CED for aiding small business will be outlined in the October DUN'S REVIEW by Paul Hoffman.

**COMMERCIAL FAILURES** Commercial failures since 1857 are charted on a sheet sent separately to those who receive DUN'S REVIEW as service subscribers. Additional single copies are available; write the editors.

Sunset over Manhattan, *Frontispiece* - - - - - 10

A Fair Day's Pay for a Fair Day's Work - - - - - 11

RALPH KELLY  
President, Baldwin Locomotive Works

A Step Toward "One World:" The IMF Sets Exchange Rates - 14

HARRY D. WHITE  
Economic and Financial Consultant

Requirements of Productive Capacity under Full Employment - 17

W. DUANE EVANS . . . JEROME CORNFELD . . . MARVIN HOFFENBERG  
United States Bureau of Labor Statistics

Austria To-day—The Struggle to Live - - - - - 21

RUTH L. SIVARD  
Associate Editor, DUN'S REVIEW

The Trend of Business - - - - - 24

Significant Indicators - - - - - 27

Trade Activity—A Regional Summary - - - - - 28

Index of Advertisers - - - - - 78

DUN'S REVIEW (including *Dun's International Review* and *The World's Markets*). September 1947. Published monthly. Volume 55, No. 2233. DUN'S REVIEW is copyright 1947 by DUN & BRADSTREET, INC. under International Copyright Convention. All rights reserved under Pan American Copyright Convention. 290 Broadway, New York 8, N. Y. \$4 a year; outside U. S. A., \$5. Printed in U. S. A. Frontispiece from Devaney.

## Cover

### SMITH AND DIMON SHIPYARD, 1833

THE Smith and Dimon Shipyard was located on the East River between First and Third Streets, New York. While the painting from which our cover is reproduced is dated 1833, the yard is credited with building, in 1845, one of the most famous of all clippers—the *Rainbow*. With true Yankee enterprise and imagination the early American shipbuilder was daring, but practical, in designing fast clippers to compete for world trade.

The designer of the *Rainbow*, John Willis Griffiths, was laughed to scorn by some old salts when he suggested a knife-like prow, with greatest width amidships and tapering to a narrow stern. Her designer was vindicated when the *Rainbow* sailed for China on her maiden voyage and romped home in less than nine months, clearing her cost and a very handsome profit to boot in a single round trip.

The *Rainbow* made sailing history but

Griffiths' second clipper, the *Sea Witch*, cut capers which left our foreign competitors gasping. Sailing from Hong Kong across the broad Pacific, through the treacherous Straits of Magellan and beating up the coast of South America she once clipped the running time for this passage to seventy-three days.

Those were the days when many of the merchants built and owned the vessels which carried their cargoes. The daring of early Yankee captains made fortunes for their owners—the same daring brought disaster and sometimes ruin. It was a period of studied recklessness. Shrewd calculating, perfect timing, and superior performance reaped its golden harvest while the less fortunate licked their wounds awaiting the killing on the next sailing—maybe.

CLARENCE SWITZER

# Good News for all typewriter users!

BULLETIN...FROM THE TYPEWRITER LEADER OF THE WORLD.  
NEW YORK—A NEW ALL-ELECTRIC TYPEWRITER IS  
NOW AVAILABLE TO BUSINESS ORGANIZATIONS EVERYWHERE.

SUPREME EASE OF OPERATION, LETTERS OF  
SURPASSING ATTRACTIVENESS, AND SPEED THAT ONLY  
ELECTRIC ENERGY CAN PROVIDE, ATTAIN NEW HIGH  
STANDARDS OF TYPEWRITER PERFORMANCE.

COMPLETELY NEW, THE UNDERWOOD ALL-ELECTRIC  
IS DESIGNED IN CRISP, CLEAN POSTWAR LINES—TO MAKE  
IT THE "WORLD'S MOST BEAUTIFUL TYPEWRITER."

MECHANICALLY, IT IS THE PRODUCT OF THE BEST  
OVERALL EXPERIENCE IN TYPEWRITER ENGINEERING AND  
DESIGN. MORE THAN FIFTY YEARS' EXPERIENCE IN  
MANUFACTURING TYPEWRITERS, PLUS TIME-TRIED  
FEATURES OF UNDERWOOD ELECTRIC ACCOUNTING MACHINES  
ARE BACK OF THIS LATEST UNDERWOOD PRODUCT.

HERE IS THE LAST WORD IN TYPEWRITER PERFECTION.  
BEFORE YOU BUY ANY TYPEWRITER BE SURE TO HAVE  
YOUR LOCAL UNDERWOOD REPRESENTATIVE DEMONSTRATE  
THE ALL-ELECTRIC FOR YOU.

Copyright 1947 Underwood Corporation



**Underwood**

*All Electric* ⚡

**Typewriter... made by the Typewriter Leader of the World**

**Underwood Corporation**

Typewriters... Accounting Machines  
... Adding Machines... Carbon  
Paper... Ribbons and other Supplies  
One Park Ave., New York 16, N. Y.

Underwood Limited  
135 Victoria St., Toronto 1, Canada  
Sales and Service Everywhere

# DARE: To 10,000 "Confirmed Skeptics"

to write on, walk on, smear beautiful Stainproof VARLAR

—and prove it's the most amazing wall covering ever known!

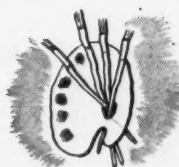


Varlar is so enduring it can be washed 25,000 times—and still look new! Not a claim—but *fact*, proved by critical tests in the laboratory and actual usage. Proved, too, that oil, ink, grease, mercurochrome, jam, crayon, syrup, candy, vinegar, pencil, lipstick, hot kitchen grease, dirt accumulation—STAINS OF ALL KINDS—easily, quickly wash off Varlar with ordinary soap and water.

Not a plastic-coated paper, Varlar has no coatings to crack, peel or discolor. Its stainproofness goes clear through, lasts for life... resists water, fire, vermin, bacteria, too!

Skeptical? Then send handy coupon for FREE Varlar sample. Make your own tests with any of the staining agents above, watch Varlar come clean with soap and water. 90 breathtakingly beautiful styles... plaids, florals, weaves, stripes, pictorials, solid tones... go up easily as wallpaper. Send coupon today.

A scientific triumph after 9 years research! Now ready to begin a new era of low-cost wall beauty and maintenance in hospitals, schools, theaters, hotels, restaurants, buildings of all kinds.



World-famed artists and wallpaper designers styled Varlar. New use of plastics achieves dramatic, full-dimensional designs... true-to-life colors never before possible.

*Never Before Such Enduring Beauty*

## VARLAR

*Stainproof Wall Covering*

VARLAR, Inc., Division of UNITED WALLPAPER Chicago

Available in Canada through Trimz Co., of Canada, Ltd., Toronto

**MAKE THIS FREE TEST NOW!**

VARLAR, INC., Dept. M-97  
Merchandise Mart, Chicago 54, Illinois

I'm skeptical, but willing to be shown. So send my FREE Varlar sample and I'll make my own tests.

Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ Zone \_\_\_\_\_ State \_\_\_\_\_



**Mr. T...** has pudgy little pads tipping his broad, stubby fingers... is definitely not the man for picking pockets, pins or pickled peppers... repairing watches, hooking up dresses and splitting hairs. And most men aren't much better than Mr. T!

# THUMBLEBUM or digitdexter...



**Miss D...** has dandy hands for making shadow pictures, long fingers like animated calipers... facile at knots, tying trout flies, petit point, sticking pins and stamps... without ever nicking her nail polish!... And most women aren't as good as Miss D!

ONLY one man in twenty-five, one woman in four, has better than average finger dexterity... and average isn't very good!... Which may explain why handling and sticking adhesive stamps is a finicky, fatiguing effort for most people... and a Pitney-Bowes postage meter is welcomed in most offices!

Because a postage meter does away with stamps! The meter holds any amount of postage you want to buy... prints postage on the envelope in any amount needed for any kind of mail... prints a dated postmark, and seals the envelope flap at the same time... Prints postage on tape for parcel post... Protects postage from loss or theft, does its own accounting... Saves mailing time and effort in any office, large or small... And metered mail makes better time through the post office, too!...

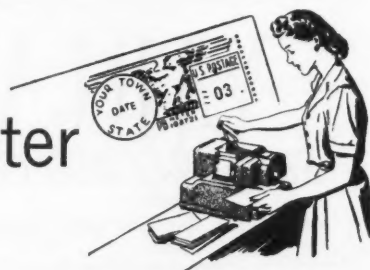
If there isn't a postage meter in your office, call the nearest Pitney-Bowes office... or write for an illustrated booklet.

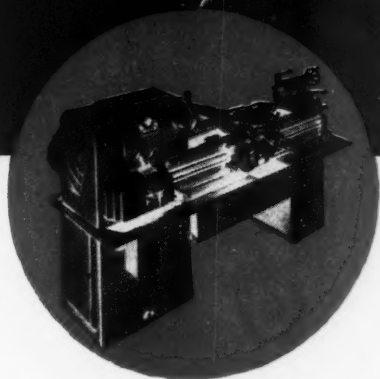


## PITNEY-BOWES Postage Meter

PITNEY-BOWES, INC., 1517 Pacific St., Stamford, Conn.

Originators of Metered Mail... largest makers of postage meters  
Offices in 63 principal cities in the United States and Canada





## *How to examine a new lathe*

**IN 55 SECONDS!**

LeBlond's "Visual Demonstrator" is an unusual booklet. It permits you to take a new lathe apart . . . and put it together again . . . right on your desk, without so much as a grease smudge on your fingers.

This LeBlond booklet goes far beyond anything ever offered in the machine tool field. Useful and informative, it shows the anatomy of the new LeBlond Dual Drive. It consists of a series of double cellophane sheets. Each sheet carries front and back views of successive details of construction—in color. As you turn the pages, you see in detail the external and internal workings of the Dual Drive.

If it's your job to investigate and specify new lathes, you'll want a copy of the "Visual Demonstrator." Send \$1.00 to LeBlond for your personal copy. Only a limited number available.

While you're at it, ask for the two free bulletins pictured here. They're written to give you the kind of information you want and need about some of the new LeBlond lathes exhibited this month at the Machine Tool Show. Write for them today on your company letterhead, or use coupon below.

### **OTHER HELPFUL BULLETINS IN LeBLOND'S LIBRARY OF PROFITABLE BUSINESS LITERATURE.**

*Use this coupon*

↓

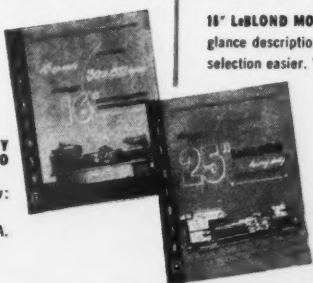
**DEPT. B-11**  
**THE R. K. LeBLOND MACHINE TOOL COMPANY**  
**CINCINNATI 3, OHIO**

Gentlemen:

Please send me the bulletins I have checked below:

- ☐ "Visual Demonstrator," for which I enclose \$1.00.  
☐ Send 16" Model RT Heavy Duty Lathe Bulletin HD-30A.  
☐ Send 25" Heavy Duty Engine Lathe Bulletin HD-151.

NAME .....  
COMPANY .....  
STREET .....  
CITY ..... STATE .....



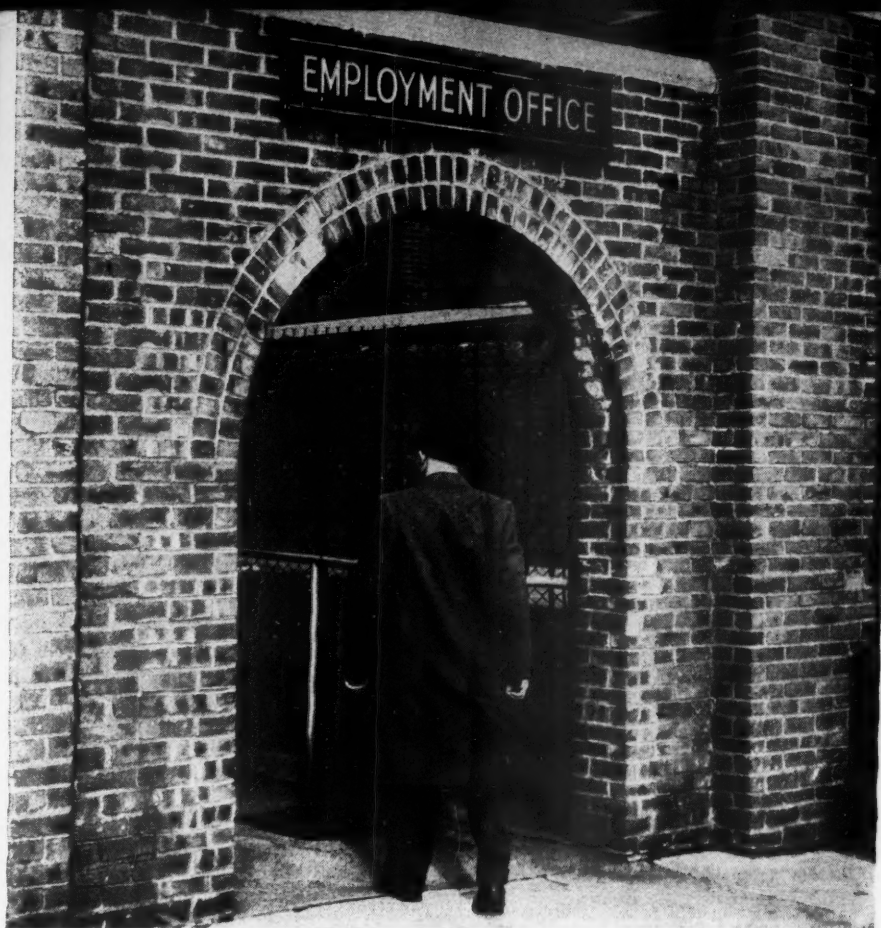
**16" LeBLOND MODEL RT HEAVY DUTY LATHE**—6-page, 2-color bulletin for at-a-glance description of brand new heavy duty lathe. It will make your job of lathe selection easier. Yours for the asking.

**25" HEAVY DUTY ENGINE LATHE**—6-page bulletin that gives facts, figures, and other helpful information about this new precision lathe. If you're specifying lathes for a particular job, you'll want this.









CHESON PHOTOGRAPH FROM DEANLEY

*Here* A BUSINESS LEADER  
PROBES THE CAUSES OF THE WAR-  
TIME AND POST-WAR DECLINE IN  
INDUSTRIAL PRODUCTIVITY AND  
SUGGESTS STEPS TO COUNTERACT  
THIS UNFAVORABLE TENDENCY  
THROUGH A RETURN TO THE FUN-  
DAMENTAL PRINCIPLES OF IN-  
DUSTRIAL MANAGEMENT.

## *A Fair Day's Pay* for a FAIR DAY'S WORK

RALPH KELLY

*President, Baldwin Locomotive Works*

*P*ROBABLY the most important problem facing management today is that of attaining a productive efficiency which will permit the payment of the high rates now received by American workmen and which will, at the same time, enable goods to be sold at prices which are not prohibitive for the average purchaser.

The uniform "across the board" increases which have been granted as national patterns for all industry during the past two years make no economic sense. The only source of higher real wages is increased output per man-hour of work. We have ignored this funda-

mental fact of wage economics in the past few years and granted very sizable advance payments against future increases in production which have not been realized.

After V-J Day, American workers were told by people in high places that their incomes could be maintained at inflated wartime levels with a reduction in working hours. Something for nothing was promised. They were told that higher wages would not increase their cost of living.

The price increases in the past year have demonstrated the fallacies of this politically inspired propaganda and we

have all rediscovered the ancient truth that unless there is a corresponding increase in production, an "across-the-board" increase in pay simply results in an equivalent across-the-board increase in the cost of goods that are purchased.

To make matters worse, there was a marked decline in productivity during the war years which was very much in evidence upon reconversion to peacetime products. Henry Ford testified about a year ago that on an over-all basis the Ford Motor Company was getting about 34 per cent less output per direct labor man-hour for compar-

THE AVERAGE WEEKLY EARNINGS IN ALL BRANCHES OF INDUSTRY HAVE RISEN SHARPLY SINCE 1939. IN JANUARY 1947 THE AVERAGE EARNINGS IN ALL MANUFACTURING HAD INCREASED TO ABOUT 170 PER CENT OF 1939 LEVELS AND THIS DOES NOT REFLECT ANY 1947 INCREASES.



MAXELLA PHOTOGRAPH FROM DEVANEY

able products and processes than it obtained in 1941. His survey showed the man-hours required to manufacture comparable vehicles increased from 87 to 128 between 1941 and 1945. General Motors estimates that the present worker productive effort is 21 per cent less than before the war.

*This trend is dangerous to our national economy.*

To give some background: in the four decades preceding the war the average yearly rate of increase in output per man-hour in all manufacturing was somewhere between 3 to 3½ per cent. This permitted the substantial gain in real wages and in the standard of living of the American worker in this period.

This steady upward trend of productivity was halted and reversed by World War II. We have a long serious task to re-establish the pre-war annual gain in productivity of 3 to 3½ per cent, much less to make up for the lost time during the war years. The way we do it is going to have a direct effect on the cost of goods we buy.

In the face of reduced output per man-hour, what has happened to wages? A few illustrations will give the answer. The settlement recently agreed to by the United States Steel Corporation raises their average hourly earning rate to about \$1.47. In January 1941,

straight-time average earnings were 85 cents. The total increase is 62 cents per hour or 73 per cent.

The average weekly earnings in all branches of industry have risen sharply since 1939. In January 1947 the average weekly earnings in soft coal mining were 280 per cent of 1939\*; in the leather industry they were 250 per cent of those in 1939; paper products approximately 200 per cent; and in all manufacturing together the average weekly earnings had increased to about 170 per cent of 1939 levels, and these figures do not reflect any 1947 increases.

#### Unit Labor Costs

The significance of these fantastically large increases during a period in which output per man-hour was stationary or declining lies in their impact on labor costs per unit of output. In the same five-year period from 1939 through 1944, even before the record-breaking two rounds of wage increases, unit labor costs in peacetime products went up 42 per cent.

The double round of wage increases unaccompanied by increases in output per man-hour can only result in further increasing unit labor costs. Representing as they do, such a very large element of total production costs, these in-

\*Increased substantially by the recent agreement between U.M.W. and the coal operators effective July 1.

creased unit labor costs make the prospects for any price reduction very bleak to say the least. The increases of the past two years are a payment in advance for an increase for six years at the pre-war rate of production improvement.

The very best we could do in the most productive period in our history was an increase of about 6 per cent per year in the 1919-1923 period. Unless labor is ready to take off its wraps and increase productivity to its maximum rate—to counterbalance post-war labor increases and to make up for the war period—we face a probability of a dropping standard of living.

The thought immediately comes to one's mind, how is this to be done? I think the answer is to get back to the fundamentals of industrial management. Collective bargaining procedures have developed to the point where the pay earned by a workman is specified to a high degree of accuracy with a multitude of clauses and governmental rulings to cover every contingency that may arise in his working day. The moment a workman climbs from a low bay crane to a high bay crane, there is a claim for a higher rate of pay.

The statement of worker responsibility as opposed to the rigid and legalistic wage schedule specifications governing employers is a very simple statement in the standard union agree-

ment (including our own). A fair day's work for a fair day's pay—simple but what does it mean? Just what is a fair day's work and is industry getting it?

I said earlier that we must get back to the fundamentals of industrial management. The question we face today—"What is a fair day's work?"—is the one for which Frederick W. Taylor sought an answer a number of years ago at the Midvale plant. Taylor said, "The principal object of management should be to secure the maximum prosperity for the employer coupled with the maximum prosperity for each employee." The success of the principles of industrial management developed by Taylor is due to his search for an answer to what constitutes a "fair day's work."

We have, in my opinion, abandoned many of the principles of production control that were established by Taylor and those other pioneers, Gantt and the two Gilbreths. I do not wish to imply that the art of scientific management is a lost art. It is still practised with a high degree of effectiveness by the managements of a number of plants.

In general, however, the effectiveness of management has diminished very greatly from the peak of efficient production. So much so, that a thorough re-appraisal is justified. The heart of

scientific management in the days of Taylor was the definition of a fair day's work with a system for giving a workman additional compensation for meeting or exceeding that "fair day's work." The "bogie" was based on time study and represented a quantity of output that could readily be done by a skilled workman in a day.

#### Rise of Incentive Systems

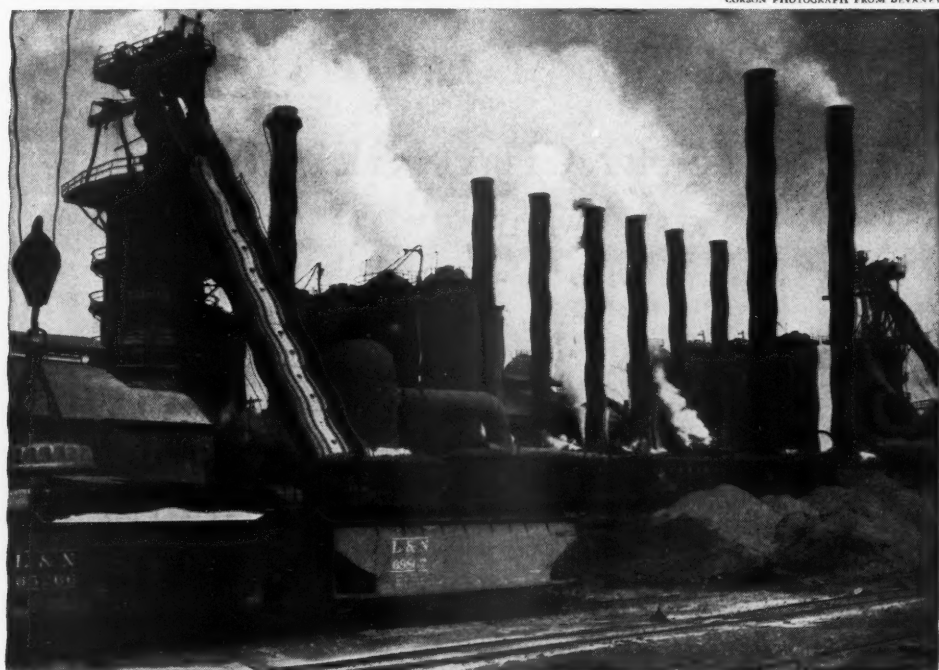
Even before World War I there were some crude incentive systems in operation. Some companies had a so-called contract system such as Sam Vaclair operated at Baldwin. He would sell a group of locomotives and then the boss painter, boilermaker, and others would bid for their part of the work as if they were independent contractors. Since these "contractors" in turn paid their men what they could get away with, it could hardly be said to be a scientific or fair system. The incentive was primarily for the contractor not for the workman.

The real factual, fair time payment plans were developed during and immediately after the World War era when our country took the lead in world production. The old-time memory and butcher book systems gave way to the more intelligent production systems that are the basis of present-day factory

management. Concurrently came the enthusiastic acceptance and installation of incentive plans based on time study data. Piece work, Gantt task and bonus, premium plans, standard time, all were directed to give a workman additional compensation for turning out a fair day's work. They were, for the most part, simple, direct, and effective. The more a worker produced, the more he earned.

At the same time, a parallel development in production methods was taking place and one equally as revolutionary and equally destined to place America in the position of the most productive nation in the world. This was the production line developed by Henry Ford in 1913. The moving production lines became mechanical pace setters. A workman had to perform certain operations in the time it took for the line to move past him. The task was still, therefore, a given quantity of work to be performed in a given period of time. While earnings were not tied directly to output as in incentive plans, you will recall that the Ford Motor Company paid the highest day rate in history.

The production line completely revolutionized industries where there is a mass production of products such as  
(Continued on page 68)



"IN THE FOUR DECADES PRECEDING THE WAR THE AVERAGE YEARLY RATE OF INCREASE IN OUTPUT PER MAN-HOUR IN ALL MANUFACTURING WAS SOMEWHERE BETWEEN 3 TO 3½ PER CENT. . . THIS STEADY UPWARD TREND OF PRODUCTION WAS HALTED AND REVERSED BY WORLD WAR II."





EAST RIVER SHIPPING, NEW YORK CITY—DEVANEY PHOTOGRAPH

## *A Step Toward "One World:"*

### THE IMF SETS EXCHANGE RATES

HARRY D. WHITE

*Economic and Financial Consultant*

*FOR the first time in history, nations have relinquished sovereign rights over currency parities to an international agency. Two global financial agencies have important rôles in building this post-war world; the Fund (described here) and the Bank (July DR).*

ALMOST to a day, one year from the time the International Monetary Fund began its task organization, it undertook its first financial operation—the sale of foreign exchange to a member country.\*

Much preparatory work lay behind this first transaction. Before any sale of foreign exchange could take place, it was necessary to bring about agree-

ment among its members on a world pattern of exchange rates. This was a difficult and delicate assignment, the more so as failure to agree on an acceptable par value for a country necessitated, in accordance with the Articles of Agreement, the withdrawal of that country from the Fund—and also from the International Bank (unless 75 per cent of the Bank's voting power agreed to allow the country to retain its membership).

\* Of \$25,000,000 to France; of \$12,000,000 to the Netherlands; and various amounts to others more recently.—EDITORIAL NOTE.

The Fund's task was without precedent. For the first time in world history, a large group of sovereign governments had suspended a portion of their sovereign rights in monetary matters and had submitted their currency parities for review and acceptance by an international organization. For the

first time a group of monetary experts and technicians were called upon to pass judgment on the appropriateness of a rate structure involving some 30-odd currencies. Truly, this was a revolutionary step in international monetary development and one calling for expert judgment and a high degree of objectivity.

Matters, however, proved less controversial than had been anticipated. Agreement on many currencies was relatively easy because the case for the existing parity was clear. On other parities, agreement was more difficult as differences of opinion existed. Fortunately, not all the difficult parity problems had to come under review, inasmuch as for certain member currencies the monetary conditions, it was agreed, did not as yet lend themselves to the establishment of any fixed parity. Fortunately, also, there already existed an informal understanding between United States and British technical representatives with respect to the two most important currencies—the United States dollar and the British pound sterling.

#### British-American Agreement

Long before the Bretton Woods Conference was called, we felt that an understanding had to be reached on the dollar-sterling rate. It was natural to anticipate difficulties in getting agreement on a pattern of exchange rates for a score or more currencies, and if we could remove uncertainty and possible controversy in the rate between the two most important currencies the remainder of the task would be easier to handle. We could not, of course, at that stage attempt to obtain agreement between the governments, but we moved as far as we appropriately could in that direction.

Therefore, before the decision was made to call the Bretton Woods Conference, technical representatives of both countries came to an understanding that, barring drastic unforeseen developments—such as substantial devaluation of a number of the more important currencies, or inflation in the United Kingdom relative to the United States, and so on, the dollar-sterling rate proposed by the British representative as its initial rate and supported

by the United States would be the existing rate—namely, in the neighborhood of \$4=£.

This agreement was purely an informal understanding and was not binding on either government. It rested on good faith and on the mutual confidence between the monetary represen-

CAREW PHOTOGRAPH FROM MONKMEYER

#### ABOUT THE AUTHOR:

Harry D. White, former Assistant Secretary of the Treasury, was until recently Executive Director for the United States of the International Monetary Fund. Dr. White, an economist, became associated with the Treasury Department in 1934 and its Director of Monetary Research in 1940. His preliminary work led up to the calling of the United Nations Monetary and Financial Conference at Bretton Woods and he was the chief author of the topics discussed. He laid the groundwork for the International Monetary Fund and the International Bank for Reconstruction and Development.

#### EXCHANGE RATES ADOPTED BY THE FUND

| COUNTRY                  | CURRENCY<br>UNIT | PAR VALUE IN<br>U. S. DOLLARS |
|--------------------------|------------------|-------------------------------|
| Belgium                  | Franc            | 2.28167                       |
| Bolivia                  | Boliviano        | 2.38095                       |
| Canada                   | Dollar           | 100.000                       |
| Chile                    | Peso             | 3.22581                       |
| Colombia                 | Peso             | 57.1433                       |
| Costa Rica               | Colón            | 17.8094                       |
| Cuba                     | Peso             | 100.000                       |
| Czechoslovakia           | Koruna           | 2.00000                       |
| Denmark                  | Krone            | 20.8376                       |
| Ecuador                  | Sucre            | 7.40741                       |
| Egypt                    | Pound            | 413.300                       |
| El Salvador              | Colón            | 40.0000                       |
| Ethiopia                 | Dollar           | 40.2500                       |
| France                   | Franc            | 0.839583                      |
| Guatemala                | Quetzal          | 100.000                       |
| Honduras                 | Lempira          | 50.0000                       |
| Iceland                  | Krona            | 15.4111                       |
| India                    | Rupee            | 30.2250                       |
| Iran                     | Rial             | 3.10078                       |
| Iraq                     | Dinar            | 403.000                       |
| Lebanon                  | Pound            | 45.6313                       |
| Luxembourg               | Franc            | 2.28167                       |
| Mexico                   | Peso             | 20.5973                       |
| Netherlands              | Guilder          | 37.6953                       |
| Nicaragua                | Córdoba          | 20.0000                       |
| Norway                   | Krone            | 20.1500                       |
| Panama                   | Balboa           | 100.000                       |
| Paraguay                 | Guaraní          | 32.3625                       |
| Peru                     | Sol              | 15.3846                       |
| Philippines              | Peso             | 50.0000                       |
| Union of<br>South Africa | Pound            | 403.000                       |
| Syria                    | Pound            | 45.6313                       |
| Turkey                   | Lira             | 35.7143                       |
| United Kingdom           | Pound            | 403.000                       |
| United States            | Dollar           | 100.000                       |
| Venezuela                | Bolívar          | 29.8507                       |



tatives of the two countries. For obvious reasons the understanding had to be kept highly confidential.

Considerable surprise was expressed over the results when the Fund, having completed this phase of its work, published the accepted parities of 32 currencies. The surprise was occasioned by the fact that in almost all cases the accepted parities were those already prevailing. Many were puzzled by the Fund's decisions. Some were openly critical and raised objections to many of the rates agreed upon. They said that many of the currencies were overvalued.

### Black Market Quotations

As proof that an over-valued rate had been agreed upon, black market quotations, which for a number of currencies differed greatly from the accepted official rates, were cited. It was also pointed out that prices in many of the countries had risen greatly in the past few years vis-à-vis United States prices while the exchange rate had not altered as much or at all. Altogether, it was charged that many of the rates accepted by the Fund were quite "unrealistic," and could not last.

Were these charges justified? Should the Fund have insisted that some of the parities be devalued or others appreciated? Let us see.

The Fund had two alternatives: it could accept the rate proposed by a member; or it could reject it on the specific grounds (stated in the Fund Articles of Agreement) that in the Fund's opinion the par value could not "be maintained without causing recourse to the Fund on the part of that member on a scale prejudicial to the Fund and to members." This meant that the Fund, in effect, had the right to object to a proposed parity as being either too high or too low.

But how determine whether a par value was too high or too low? By what criteria was the Fund to judge whether a rate was reasonable or not?

At the very outset, the Board of Executive Directors decided not to be overly critical; it would make objections only if it found the proposed rate to be way out of line and only if the rate was accompanied by a basic disequilibrium that should be corrected by

a change in parity. The Board further decided that where reasonable doubt existed, the country's request for a given parity would receive the benefit of the doubt.

Such a policy was called for by the Articles of Agreement. It was called for also by the logic of the situation. With world economic conditions in flux, with countries struggling through very difficult problems of adjustment and reconstruction and with the Fund just starting out, it would have been both unjustified and foolhardy for the Fund to be as rigorous in its judgment regarding what constitutes an appropriate exchange rate as it might be in later years and in more stable periods.

There prevails a notion that the determination of what is an appropriate exchange rate is a simple matter. There are those who seem to think the selection of a parity involves merely the application of a rather simple mathematical formula. Time and again there appears in quasi-technical writings and speeches reference to a simple arithmetic equation which purports to measure whether, and to what extent, a particular currency is over-valued or under-valued. The formula referred to consists of a comparison of the movement of prices and currency parities in two selected countries measured from a base year. When the arithmetic result of the comparison is 100, the parity is presumed to be at "equilibrium;" when the result is more or less than 100, the discrepancy is presumed to measure the degree of over- or under-evaluation of the currency.

This formula, usually called the "purchasing-power-parity" doctrine, was made popular a generation ago by the famous Swedish economist, Cassel. Properly employed and properly interpreted, the formula can be helpful. But nothing could be less justified or less realistic than to rely on this device to determine what constitutes an appropriate exchange rate.

A nodding acquaintance with this simple purchasing-power-parity doctrine has, unfortunately, confused many persons. For even if the wholly unwarranted assumption were made that quantitative measurements are the decisive consideration, the use of the simple purchasing-power-parity

formula would for most cases most of the time, and for all cases at this time, be completely inadequate.

In the first place, it is not usually the comparison of movements between two countries alone that is involved; every country trades, competes, and has financial dealings with many countries—not with just one. Rarely is it the competitive and trade relations between any one country and any other single country that alone signifies. Hence, any meaningful comparison of price movements and currency parities must for our purpose be made between the country in question and a group of other countries.

This is a very complex business. Since each country has varying importance to every other country, such comparisons involve complicated technical problems of weighting. Moreover, each country is a buyer, seller, and competitor at the same time. It competes with the products of other countries in three separate areas of economic activity.

(1) Its products compete in the home market with goods that are imported from other countries, or could be imported if the price changed.

(2) Its exported products compete in all other countries with similar substitute goods produced in those countries.

(3) Its exportable products compete in other countries with the exportable goods of other countries.

### Other Problems Involved

In each of these areas different sets of prices are significant, and in order to allocate due weight to each situation, as part of the total, some way of logically combining the various measures is required. This raises even more difficult problems of selection, weighting, statistical logic, and economic analysis.

Furthermore, what price series shall be used in comparing price movements? Should they be wholesale prices, wage rates, cost of living, export or import prices, or some combination of these? A case can be made for using any one but quite different results will be obtained, depending upon which is chosen.

Finally, a base period has to be selected from which the comparison is to be dated; for statements of under-valuation of a currency usually have meaning only with reference to a pre-

(Continued on page 45)



# Requirements of Productive Capacity



HANNA FURNACE CORPORATION PLANT, BUFFALO, N. Y.—CORSON PHOTOGRAPH FROM DEVANEY

## UNDER FULL EMPLOYMENT

W. DUANE EVANS • JEROME CORNFELD • MARVIN HOFFENBERG

*United States Bureau of Labor Statistics*

A PREVIOUS article discussed the production and market levels in various industries which might eventuate by 1950, assuming full employment in that year and reasonable industrial progress during the interim.<sup>1</sup> The present discussion considers the implications of these same assumptions with respect to industrial capacity in 1950.

Perhaps the heaviest responsibility of the business executive is in connection with decisions on the expansion of productive facilities. Certainly such decisions are the most difficult to make, and they place the highest premium on business foresight, precisely because they reach so far into the future. Detailed planning must precede the actual creation of physical facilities, and still

more time must usually elapse before the soundness of the original decision can be established. Later events may make earlier plans seem overly optimistic or unduly conservative. But on the wisdom and general accuracy of such decisions depends not only the success of individual enterprises, but also to a large extent the health of the whole economy.

Because of the long time span required for substantial changes, the question of the continuing adequacy of existing industrial capacity is of fundamental and immediate importance. The development of a shortage in capacity could by itself shape the leading economic characteristics of the coming years. An actual shortage, as is evident from recent experience, could generate inflationary pressures during a period

in which real demand was dissipated in higher prices, without lasting benefit to production levels or living standards. On the other hand, a potential shortage could encourage a high level of capital formation, sustaining production and employment, and perhaps preventing any possible recession from being either deep or prolonged.

The basic factors which determine the volume of production needed for full employment, and hence capacity requirements, are subject to continuous long-run growth. By far the most important of these factors are the size of the labor force, the level of working hours, and output per man-hour. In combination, these factors completely determine the level of production required if the labor force is to be fully employed.

<sup>1</sup> "American Economy under Full Employment: A Pattern for 1950," *DUN'S REVIEW*, July 1947.

There has been a long-run trend toward reduction in the length of the work week. It should be noted, however that this has not operated independently to reduce production levels. Rather, a steady increase in per capita production has made feasible a gradual reduction in average working hours. On balance, there has been a steady tendency, checked only during depression periods, for total production to seek new high levels. Gross national product in constant prices (the best available measure of total national output) has tended to double about every 30 years.

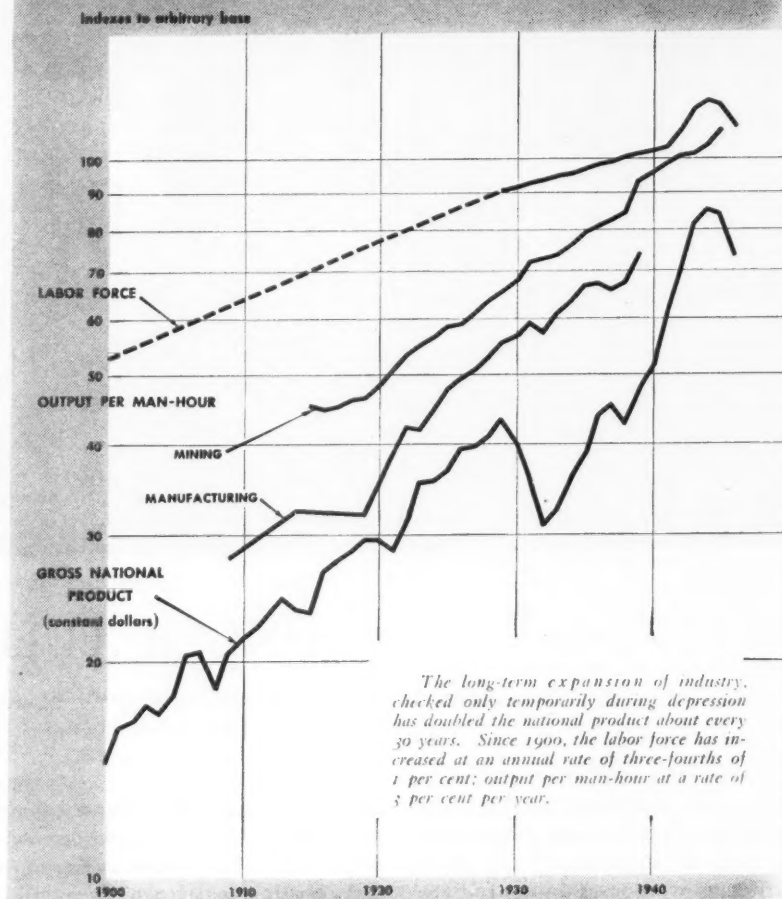
### Factors in Capacity Growth

The labor force has increased regularly at an annual rate of about three-fourths of 1 per cent a year since the turn of the century. (See the accompanying chart.) Output per man-hour in mining and manufacturing has increased steadily at a rate of about 3 per cent per year. Adequate data for all sectors of the economy are not available, but there is evidence to show that in most there has been continued improvement in efficiency, though in some at more moderate rates. These long-term rates of growth have continued during prosperity and depression alike, so that the capacity required to produce a full employment level of output is largely unaffected by the serious under-employment of men and equipment characteristic of depression periods.

There are no comprehensive figures on basic industrial capacity to match against the figures on growth in output per man-hour and the labor force. Data available for several important industries, however, suggest that the behavior of capacity has been of quite a different nature. (See chart on page 10.) Prior to 1929, basic capacity grew continuously in response to the growth in labor force and output per man-hour. Since 1929, however, shrinking markets, restricted demand, and the exigencies of war production have resulted in a much smaller rate of growth.

For none of the products shown was capacity in 1945 at the level indicated by an extrapolation of pre-1929 rates of growth, despite the fact that all were basic to war production. Nor can the failure to match the pre-depression rate

## RATE OF GROWTH IN GROSS NATIONAL PRODUCT, LABOR FORCE, AND OUTPUT PER MAN-HOUR 1900-1946



of growth be attributed to over-expansion in the late 'twenties. Whatever data are available for this period indicate that the per cent of plant capacity unutilized remained much the same throughout the years 1900 to 1930.<sup>2</sup>

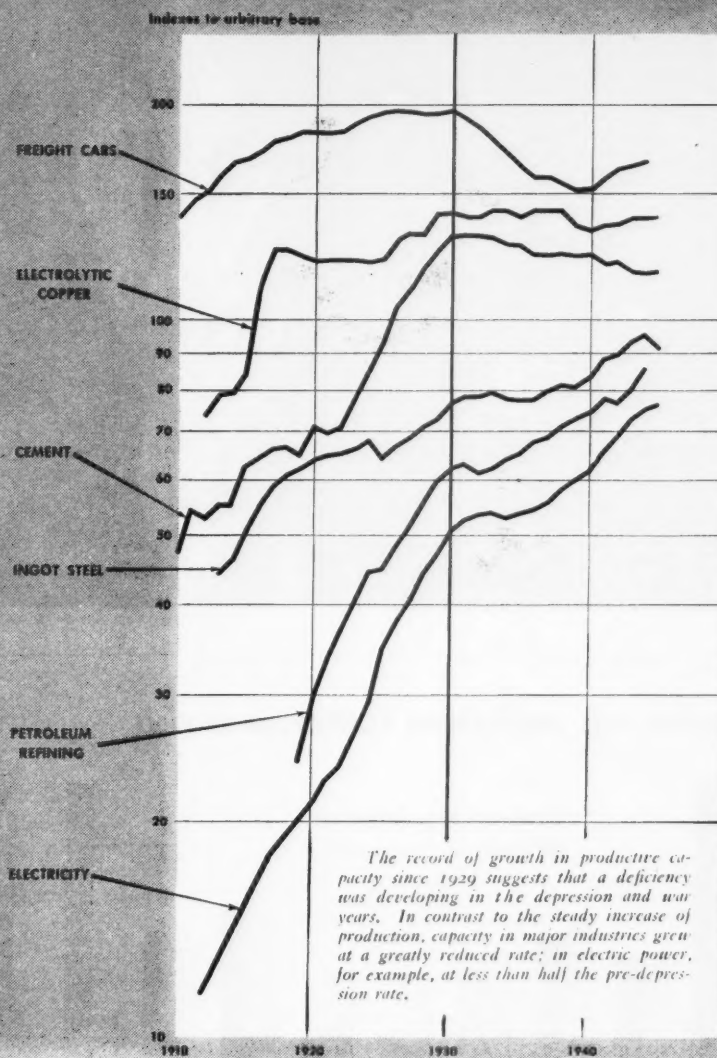
Essentially, these data suggest that a deficiency in capacity was developing all during the depression and war years. This deficiency could become apparent only when the end of hostilities ushered in for the first time in 17 years a full employment volume of demand for peacetime goods. If this is in fact a

<sup>2</sup> Edwin G. Nourse and Associates, *America's Capacity to Produce*, The Brookings Institution, Washington, 1934.

correct conclusion, the growth in industrial capacity which would normally occur in a decade may now be compressed into a few years.

An analysis of this type is suggestive, but far from conclusive. It is probably correct to infer that increases in the labor force and in output per man-hour require a growth in over-all capacity at approximately a constant annual rate. It does not follow that the capacity of any one industry must follow this pattern. Conclusions with respect to particular industries must be based on analyses of the potential demand for the products of these same industries.

## RATE OF GROWTH IN PRODUCTIVE CAPACITY 1910-1945



In the previous article of this series, two sets of estimates of the volume of production which might be demanded of each industry in 1950 under stable full employment conditions were presented. The first set referred to a situation in which full employment was attained through a high volume of consumer demand (the "consumption model"). The second set applied to full employment attained through a very high volume of investment demand (the "investment model").

The two models represent extreme conditions; a more "realistic" situation would presumably lie between them.

The separate production estimates thus represent at least in part outer limits, within which actual production levels under the assumed conditions might be expected to fall. Moreover, both series of estimates embody assumptions that unemployment will be at the "frictional" minimum, and that a substantial increase in industrial efficiency will occur by 1950. The estimates therefore refer only to an economy operating at or near peak production levels, and in this same sense they represent upper limits to potential demand for the products of the various industries.

The estimates of 1950 production

levels presented in the previous article were expressed in dollar terms. In the chart on page 20, the estimates for a series of commodities have been converted to physical units for comparison with previous peak levels of output. The estimates are necessarily rough since questions of "product mix" and "upgrading" are involved in proceeding from dollar output to physical units. The general qualitative conclusions to be drawn are probably unaffected, however, by the approximate nature of the results. The estimates imply production levels above previous peaks for almost all commodities for which estimates have been prepared.

### Motor Vehicle Demands

The estimated demand for trucks and passenger cars, roughly 8½ million vehicles, is of special interest, even though the motor vehicles industry may have sufficient capacity to meet it. As early as 1940 the capacity of the industry was estimated at eight million motor vehicles<sup>3</sup>, and it may have been increased since then by conversion of war-built facilities. Such a high level of demand could generate capacity shortages in industries which directly or indirectly sell their products to the motor vehicles industry, such as steel, rubber, and railroads, and for that reason the estimate merits attention.

It is convenient to consider motor vehicles demand as arising from four sources: consumer demand for passenger cars, business demand for passenger cars, business demand for trucks and buses, and export demand. Separate estimates of demand from each source placed the combined domestic demand for passenger cars at 7.1 million in 1950, which is more than 50 per cent above the previous peak of 4.6 million in 1929. (Three other published estimates were compared, and these, incorporating as nearly as possible the same assumptions, yielded even higher results, ranging from 7½ million to 11 million passenger cars.<sup>4</sup>)

The remaining demand for the products of the automotive industry is made up of export demand for motor vehicles

<sup>3</sup> Ward's Automotive Reports, February 2, 1940.

<sup>4</sup> Department of Commerce, *Markets After the War*; Roos and Von Szeliski, *The Dynamics of Automobile Demand*; and National Resources Committee, *Patterns of Resource Use*. In some cases only rough approximations could be made for some of the variables. It is not believed, however, that this materially affected the results.



and business demand for trucks and buses. Outlays for trucks and buses averaged about 14 per cent of total expenditures for producers' durable equipment in the 1929-1939 period. The levels of investment assumed for 1950 imply a demand for 1.2 million trucks and buses in the consumption model and for 1.9 million in the investment model. This compares with 1.1 million in 1941 and an annual rate of 1.3 million in the early months of 1947.

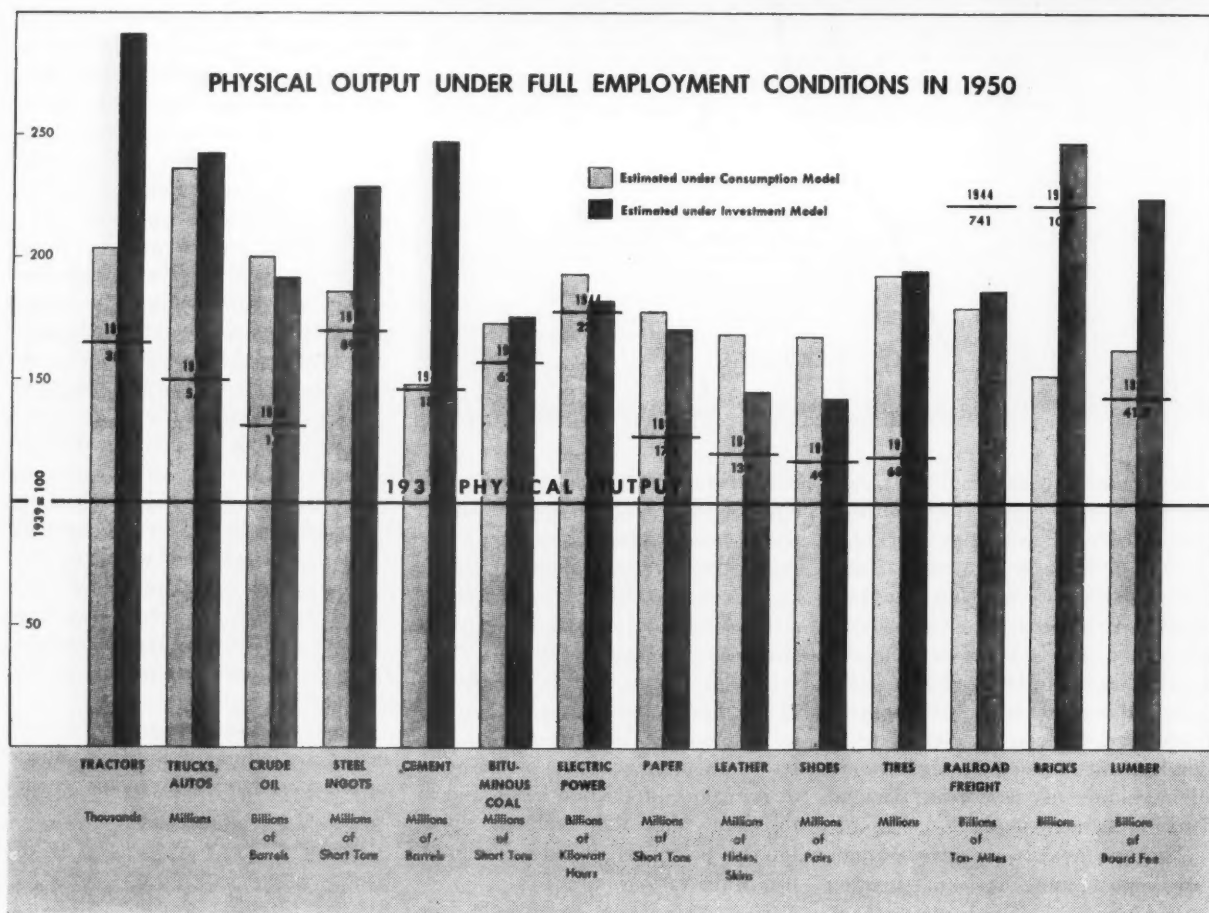
Total demand for passenger cars, trucks, and buses is about the same for either model, and more than 50 per cent above the previous peak of 5.4 million vehicles produced in 1929. However, it must be kept in mind that the estimates

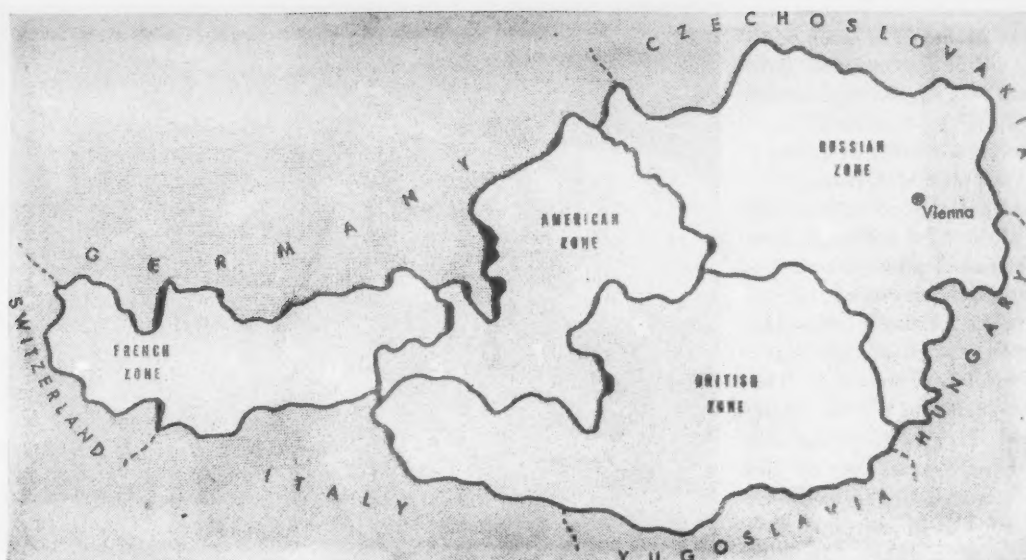
(Continued on page 56)

Projections of physical output in selected industries under two full employment models yield striking comparisons with a pre-war year and with production peaks up to the present. The length of the bars above the horizontal line at 100 represents the estimated expansion of output beyond 1939 levels. Lines across bars designate the previous peak of output, with the year date and actual unit production at that time.



CAREW-CALDWELL PHOTOGRAPH FROM MONKMEYER





# Austria To-Day — *the Struggle to Live*

RUTH L. SIVARD

*Associate Editor, DUN'S REVIEW*

FROM an office window on Schwarzenberg Platz in Vienna, one can see a good bit of post-war Austria—and of Europe, too. Across from my window, there was the baroque structure housing Allied Council Headquarters, one of the architectural remains of pre-war, elegant Vienna, now neatly military, the command post of the liberators. Beyond it and across the Danube Canal, perhaps a mile to the east, could be seen the unmoving skeleton of the ferris wheel in Vienna's dead Prater.

Dominating the square is a new memorial shaft, erected by the Russians, topped by the bronze figure of a Soviet soldier holding a gold shield. He faces toward the Ring circling the heart of Vienna, and a coffee house which now has no coffee to serve.

Looking down on Schwarzenberg Platz last Autumn, I used to think what a lot it did tell about post-war Austria. The long, thin line of stalled trams

WE HEAR SO MUCH THESE DAYS OF THE MARSHALL PLAN AND THE ACUTE NEEDS OF DEVASTATED EUROPE. WHAT IS IT LIKE TO-DAY INSIDE ONE OF THE MOST HARD-PRESSED OF THESE NEEDY NATIONS? MRS. SIVARD'S REPORT ON CONDITIONS IN AUSTRIA IS BASED ON HER OBSERVATIONS THERE AS UNRRA'S PRICE AND RATIONING OFFICER.

dramatizing her economic paralysis. The little branch of the Schleichhandel<sup>1</sup> from Karls Platz doing a brisk black market business under the very shadow of military headquarters and that formidable bronze statue. There is even a certain symbolism in the name of the square itself. Schwarzenberg Platz officially became Stalin Platz after Russian troops liberated Vienna in

<sup>1</sup> The term Schleichhandel for the black market comes from the word "schleichen," to crawl.

April 1945—but the new name has not yet become popular with the Viennese.

A view of a Vienna square can by no means give the full story of Austria to-day. But its picture of bleakness, of external distress, of war destruction overlaid with post-war poverty, is an introduction to the problems of Austria that are themselves so much larger than Austria.

Here is a country of seven million population, about that of New York

City, with an area about as large as that of the State of Maine. For seven years a lesser appendage of Germany, now for more than two, she has experienced life in quadruplicate, a country "liberated," but occupied by four military powers. War inflicted a damage on her economy estimated at 3 billion schillings (at the legal exchange, \$300 million). Her residences and commercial buildings were destroyed, her capacity to produce greatly diminished by the destruction or removal of plant and machines, stocks, transport. Her people are weakened by years of undernourishment. Her food production, even now, over two years since the end of hostilities, is sufficient to feed little more than one-half of her population at a bare minimum diet.

Austria is, in short, one piece of the shattered economy that is Europe to-day. War has left too little which of itself might generate recovery. There is not only the pressing need for food, but for the tools and raw materials from which to build recovery. For this rehabilitation and for relief, our own country has already given billions of dollars, of which Austria alone, through UNRRA, military, and other channels, has received over \$200 millions in food and materials. We are on the eve of giving more. It may be useful, therefore, to have a look at the situation as it is now, more than two years after the war's end. In the following report, I refer to Austria alone not because it is necessarily typical of all Europe, but because eight months of observation there have made me feel that an inside view of one country may do what general statistics cannot, to convey an understanding of the precarious economic balance within Europe to-day.

#### Economic Paralysis

Great progress that has been made since the economic stagnation of Spring 1945, yet Austria's present level of economic activity is still incredibly subnormal. There is "full employment" but industrial production is possibly 40 to 50 per cent of 1937, a year of serious unemployment. Food harvests are about half those of pre-war. Exports and imports represent 10 per cent of 1937 volume. Except for strictly rationed foodstuffs and the widespread



SLOVAKS RETURN TO THEIR HOMELAND, VIENNA—ACME PHOTOGRAPH

"HER PEOPLE ARE WEAKENED BY YEARS OF UNDERNOURISHMENT. . . . FOOD PRODUCTION, OVER TWO YEARS SINCE THE END OF HOSTILITIES, WILL FEED LITTLE MORE THAN ONE-HALF THE PEOPLE AT A MINIMUM DIET. AUSTRIA IS ONE PIECE OF THE SHATTERED ECONOMY THAT IS EUROPE TO-DAY."

activity of the black market, retail trade is virtually at a standstill. In all, the number of concerns in business has dropped by 50 per cent.

Legal price controls, which so far have actually held the level of official prices below world prices, hardly conceal the ominous signs of suppressed inflation. Black market prices are 50 to 100 times controlled prices. In contrast to the paucity of goods, note circulation is about seven times larger than before the war, and to all intents and purposes uncovered.

These are the barometers of economic life and yet even these give only a hint of the extremes of economic hardship under present conditions. A picture of post-war Austria becomes real only in terms of the people one meets in their ordinary pursuits of living and keeping alive. The loungers in the famous coffee houses on Vienna's Ring, reading their *Wiener Zeitung* over a glass of water. The miners in Styria on their way to the coal mines barefoot or with rags for shoes. The patient line in Graz waiting for the dealer in horsemeat to open his shop. The peasant women in Lower Austria hitched to their own plows.

To appraise the condition of Austria

to-day, one must look at the faces of the old people, the thin bony legs of the young. The petty irritability of the citizens in trams and subways, the obsequiousness of a waiter over a tip of two cigarettes. These are no less a measure of the long road ahead than are the shuttered stores, the piles of rubble still blocking some of Vienna's streets, the hollow shell of the Opera House.

#### A Diet at the Minimum

Before the war, the average Austrian consumed about 2,800 to 3,000 calories worth of food a day. (In the United States, the average was about 3,250 calories pre-war, and is somewhat higher currently.) During most of the war, Austria was on rations comparable to the German, that is, equivalent to about 2,000 calories for the normal consumer. But in the first chaotic months after liberation, food allowances were not much above 800 calories. Those who did not have accumulated food stocks starved. The death rate in 1945 jumped to 23.44 per thousand population.

Since 1946, there has been decided improvement in the quantity of authorized rations, reflecting UNRRA's efforts and withdrawals from military





RUINS OF THE AM HOF, VIENNA—ACME PHOTOGRAPH

"A VIEW OF A VIENNA SQUARE CAN BY NO MEANS GIVE THE FULL STORY OF AUSTRIA TO-DAY. BUT ITS PICTURE OF BLEAKNESS, OF WAR DESTRUCTION OVERLADEN WITH POST-WAR POVERTY, IS AN INTRODUCTION TO THE PROBLEMS OF AUSTRIA THAT ARE THEMSELVES SO MUCH LARGER THAN AUSTRIA."

TWO BLACKMARKETERS ARRESTED IN RAID, VIENNA—SIGNAL CORPS PHOTOGRAPH FROM 1945



stocks, mainly the American. The death rate in 1946 dropped to 14.21 per thousand, about the normal pre-war rate. Infantile mortality was reduced to half the 1945 rate.

Even with the improvement, current rations are less than half the pre-war diet. Allowances currently range between 1,200 and 1,550 calories for the "normal consumer" category, with supplementary rations above that for those who work. Reserve stocks are so slim that it is seldom that the government can be sure in advance that supplies will be sufficient in all provinces to meet the call-up. Often local authorities must announce rations on a weekly basis, hoping that when announcements are made on Sunday, supplies will somehow arrive during the week to cover the needs.

Now what exactly does a daily ration of 1,200 to 1,550 calories mean? To the average adult Austrian it has meant, for longer than he would like to remember, a *week's* allotment of about these kinds and quantities of foods:

|                                |           |
|--------------------------------|-----------|
| Meat (tinned) . . . . .        | ½ pound   |
| Meat (fresh) . . . . .         | 1 ounce   |
| Salted Fish . . . . .          | 2½ ounces |
| Potatoes . . . . .             | 3¼ pounds |
| Fresh Vegetables . . . . .     | ¼ pound   |
| Dried Peas and Beans . . . . . | ¼ pound   |
| Dried Eggs . . . . .           | 1 ounce   |
| Fats and Oils . . . . .        | 2½ ounces |
| Soup Powder . . . . .          | ½ ounce   |
| Corn Meal . . . . .            | 1 ounce   |
| Flour . . . . .                | ½ pound   |
| Bread . . . . .                | 4 pounds  |
| Sugar . . . . .                | 2½ ounces |

The calorie equivalent of this diet is less than half that usually recommended as proper for a moderately active adult. It has conspicuous deficiencies in calcium, Vitamin A, and ascorbic acid. That it has not as yet produced evidence of widespread nutritional disease is perhaps less a tribute to the medical adequacy of the diet than to the ingenuity of the populace in tapping extra-legal sources of supply. In young children, the most noticeable effect of undernourishment is retarded growth. Most of the population is underweight, but serious weight deficiencies (that is,

*(Continued on page 36)*

"IT IS SMALL WONDER THAT EVERY CITIZEN IS TEMPTED TO TRY THE BLACK MARKET. . . . THE AUSTRIAN, UNLIKE CITIZENS OF MANY OTHER EUROPEAN COUNTRIES, NEVER HAS A CHANCE TO SUPPLEMENT THE RATION WITH A RESTAURANT MEAL. . . . BUT IN THE BLACK MARKET, MANY THINGS CAN BE FOUND—AT A PRICE."



SCALYEA PHOTOGRAPH FROM DEVANEY

## The Trend OF BUSINESS

PRODUCTION . . . PRICES . . . TRADE . . . FINANCE

*Business activity generally remains at very high levels. Wages and prices both continue their upward spiral and employment is at an all-time high. Wholesale and retail dollar volume increase moderately. Business failures continue to rise.*

*I*N spite of the hot weather, manufacturing production volume this Summer was at or close to peacetime peak levels after the slight drop of 2 or 3 per cent in the late Spring. The demand for almost all types of goods remains very high.

Even coal tonnage is down only slightly, although under the new coal contract miners work about 16 per cent

less time than under the old contract. By the end of July, bituminous coal production was back up to 12,000,000 tons. Steel production, down to a weekly rate of 1.3 million tons at the end of June, was up to 1.7 million tons by the second week in August.

The automotive industry, hampered by lack of sheet steel, reported production reduced by nearly 20 per cent

### Industrial Production

Seasonally Adjusted Index: 1937-1939 = 100; Federal Reserve Board

|           | 1944 | 1945 | 1946 | 1947 |
|-----------|------|------|------|------|
| January   | 243  | 234  | 160  | 189  |
| February  | 244  | 236  | 152  | 189  |
| March     | 241  | 235  | 168  | 190  |
| April     | 239  | 230  | 165  | 186  |
| May       | 236  | 225  | 159  | 185  |
| June      | 235  | 224  | 170  | 183  |
| July      | 230  | 210  | 172  | 182  |
| August    | 232  | 180  | 178  |      |
| September | 230  | 167  | 180  |      |
| October   | 232  | 162  | 185  |      |
| November  | 232  | 168  | 183  |      |
| December  | 232  | 163  | 182  |      |

\* Approximation; figure from quoted source not available.

in the last half of July. By mid-August, however, weekly output again exceeded 90,000 units.

The building industry continued to expand operations. Building permit values surged sharply upward in June and July following a period of eight months during which the volume fell below the level of the corresponding month of the previous year.

Only in a very few lines was production cut because of a slackening in demand. Shoe manufacturers, faced with stiff consumer resistance to high prices and poor quality, reduced output. Textile mills increased production although output was generally below early Spring levels.

Present production levels are considerably above those of pre-war years in many industries. Average monthly steel production in 1937 was 4,720,000 tons, while current monthly steel output is 7,333,000 tons. Much of the increase is due to the deferred consumer demand for automobiles, refrigerators, and other products made of steel.

Food production has been sustained at unprecedented levels; both large relief shipments to foreign countries and increased domestic consumption have resulted in increased demand. Textiles and clothing production has been increased to fill the needs of a population which is larger and more prosperous than it was in the years just prior to World War II.

Exports continue to account for an unusually large proportion of U. S. production but recent reports indicate that shipments to the non-devastated countries (especially Canada and Latin America) are falling off. Several foreign governments have tightened import restrictions on some luxury items to such an extent that those countries are no longer as good a market for American surplus. The

## Employment

Millions of Persons, U. S. Bureau of Census

|           | 1944 | 1945 | 1946 | 1947 |
|-----------|------|------|------|------|
| January   | 50.4 | 50.1 | 51.0 | 55.4 |
| February  | 50.3 | 50.6 | 51.2 | 55.5 |
| March     | 50.5 | 50.8 | 52.5 | 56.1 |
| April     | 51.3 | 51.2 | 54.1 | 56.7 |
| May       | 52.0 | 51.3 | 54.0 | 58.3 |
| June      | 53.2 | 52.1 | 54.1 | 60.1 |
| July      | 54.0 | 54.3 | 57.8 | 60.1 |
| August    | 53.2 | 53.6 | 57.7 |      |
| September | 52.3 | 51.4 | 57.1 |      |
| October   | 52.2 | 51.6 | 57.0 |      |
| November  | 51.5 | 51.5 | 57.0 |      |
| December  | 50.6 | 51.2 | 56.3 |      |

\* New series.

## Wholesale Commodity Prices

Index: 1926 = 100, U. S. Bureau of Labor Statistics

|           | 1944  | 1945  | 1946  | 1947   |
|-----------|-------|-------|-------|--------|
| January   | 103.3 | 104.9 | 107.1 | 141.5  |
| February  | 103.6 | 105.2 | 107.7 | 141.5  |
| March     | 103.8 | 105.3 | 108.9 | 149.5  |
| April     | 103.9 | 105.7 | 110.2 | 147.7  |
| May       | 104.0 | 106.0 | 111.0 | 146.9  |
| June      | 104.3 | 106.0 | 112.1 | 147.7  |
| July      | 104.1 | 105.9 | 112.7 | 149.8* |
| August    | 103.9 | 105.7 | 110.1 |        |
| September | 104.0 | 105.2 | 114.0 |        |
| October   | 104.1 | 106.4 | 124.1 |        |
| November  | 104.4 | 106.8 | 139.7 |        |
| December  | 104.7 | 107.1 | 140.9 |        |

\* Approximation: figure from quoted source not available.

one line where demand has been sustained by export requirements is the food line. Despite record crops, there has been very little surplus and prices have continued to rise.

Inventories of manufacturers, wholesalers, and retailers continued to rise but at a substantially slower rate than that which characterized inventory buying in the last half of 1946.

**Employment** In the two years since the end of the war total civilian employment has increased by 8.6 million persons. The rapid demobilization of the armed services and the subsequent entry of millions of veterans into the labor forces were largely responsible for this spectacular increase.

Seasonal factors helped to push total employment in July to an all time high of over 60 million persons (U. S. Bureau of Census data).

Employment in each of the broad divisions of trade and industry rose from the level of the previous month. Manufacturing, with 15.2 million employees, accounted for the largest number of the nation's workers. In contrast to the rise in the trade and industrial groups, Government employment declined slightly to 5.4 million. On V-J Day Government employment stood at about 6 million.

Unemployment in July was estimated to be less than 5 per cent of the total civilian labor force. "Frictional Unemployment" caused by workers changing jobs and students looking for Summer work accounted for a considerable portion of the unemployment figure.

**Income** Major revisions in national income data were recently announced by the U. S. Office of Business Economics. The revisions

were effected for clarification of detail and in some instances changes in nomenclature were involved. The series formerly known as Income Payments to Individuals is now entitled *Personal Income*; it includes income in kind, and income of proprietors, as well as actual cash payments.

New information provided by the revised series includes a much improved and more detailed industrial classification and the distribution of national income by legal form of organization. Personal Income for May totalled \$191.8 billion as compared with \$190.2 billion in April and \$173.3 billion in May a year ago.

On July 8 a coal wage rise took place whereby the average miner's pay was increased about \$1.20 per day. Scattered wage increases were granted

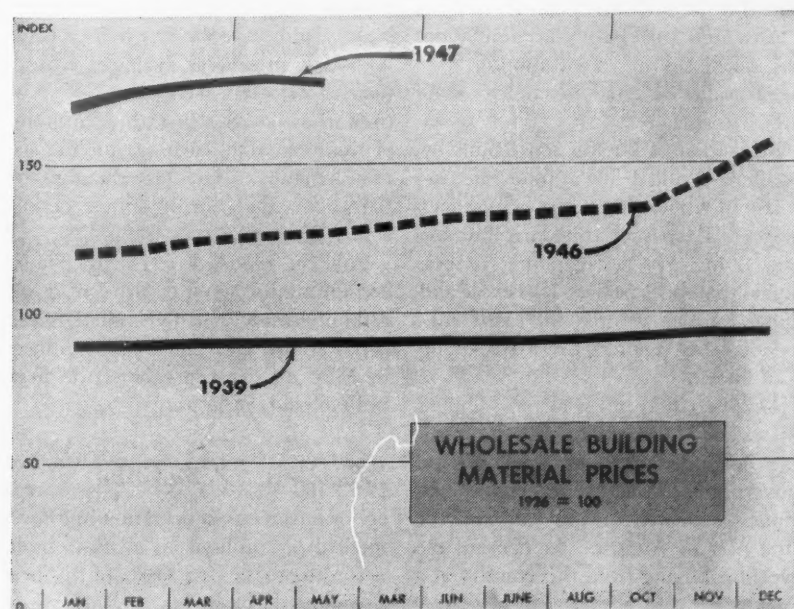
in several other industries during the month. These raises were granted with very little time lost due to strikes.

Agricultural income in July and the first part of August, bolstered by continuously advancing prices for farm products, was nearly 25 per cent above that of the corresponding period a year ago.

**Prices** The month of July was marked by a series of quick spurts in the wage-price spiral. Following the coal wage rise on July 8 most operators increased the price of coal. Since coal is an all-important factor in steel making, the major producers during the latter part of July announced increases in the price of steel ranging from \$5 to \$10 per ton.

The steel industry stated that the recent price rise was put into effect mainly to absorb the added costs resulting from the wage rise granted to the industry last Spring. At the beginning of August a major part of the automotive industry, one of the greatest users of steel and steel products, announced advances in the price of automobiles and trucks.

Wholesale commodity prices in general continued the gradual rise begun



Construction costs have risen considerably more than has the general price level in the two years since V-J Day. Increases in raw material prices plus advances in distributing costs have resulted in a rise of 94 per cent in wholesale building material prices since 1939. Represented here is the combined building material index which includes individual indexes for brick and tile, paint and paint materials, cement, lumber, and other building materials. Data from U. S. Bureau of Labor Statistics.



in June. By mid-August most commodity price averages had risen to a level slightly above the post-war peak reached in March of this year.

The Consumers' Price Index of the U. S. Bureau of Labor Statistics rose to 157 in June. Preliminary data now available indicate that the cost of living continued to rise during July and the first half of August.

**Trade** Retail trade dollar volume rose steadily during July and the first half of August. Volume during this period was moderately above that of a year ago; most of the rise was due to higher prices rather than to increased unit sales. Clearances and promotions were numerous and

exportable goods; buying of foreign goods by the United States is only 10 per cent above that of a year ago. This has resulted in an export balance for the United States of over \$10 billion.

**Finance** Trading on the New York Stock Exchange was heavier in July than in any other month this year, with shares sold exceeding a million in all but four sessions. Security values advanced generally; by the beginning of August early losses had been erased and most stock price averages had slight gains for the year to date.

Bonds of the International Bank for Reconstruction and Development, offered for sale to the public on July 16,

of increase is due mainly to the decline in the number of new businesses started.

New business incorporations in every month so far this year have been below the level of the corresponding month of 1946. Company formations in the first six months of this year totalled 59,373, representing a decrease of 17.2 per cent from that of the similar period in 1946 (DUN & BRADSTREET data). New business incorporations in June, although down 2.8 per cent from that of the previous month, were 21.8 per cent less than in June a year ago.

**Failures** Business failures in July numbered 299, a slight increase over the June figure of

### Business Inventories

Billions of Dollars U. S. Department of Commerce

|           | 1944  | 1945  | 1946  | 1947   |
|-----------|-------|-------|-------|--------|
| January   | 27.82 | 26.50 | 26.60 | 36.02  |
| February  | 27.99 | 26.56 | 27.07 | 37.13  |
| March     | 28.04 | 26.69 | 27.75 | 38.30  |
| April     | 27.88 | 26.79 | 28.02 | 38.86  |
| May       | 27.78 | 26.75 | 28.17 | 38.91  |
| June      | 27.63 | 26.56 | 28.79 | 39.13* |
| July      | 27.42 | 26.41 | 30.09 |        |
| August    | 27.77 | 26.71 | 31.43 |        |
| September | 27.74 | 26.68 | 32.73 |        |
| October   | 27.88 | 27.16 | 34.01 |        |
| November  | 27.93 | 26.55 | 35.29 |        |
| December  | 26.61 | 26.39 | 34.93 |        |

\* Approximation; figure from quoted source not available.

### Retail Sales

Seasonally Adjusted Index 1937=100 U. S. Department of Commerce

|           | 1944  | 1945  | 1946  | 1947  |
|-----------|-------|-------|-------|-------|
| January   | 175.6 | 193.3 | 237.6 | 256.2 |
| February  | 173.9 | 193.9 | 243.3 | 280.6 |
| March     | 177.9 | 196.4 | 241   | 277.7 |
| April     | 169.6 | 186.6 | 238.2 | 274.2 |
| May       | 174.5 | 184.6 | 239   | 274.1 |
| June      | 174.4 | 184.6 | 238.7 | 275.3 |
| July      | 179.4 | 184.4 | 247.5 | 277   |
| August    | 186.7 | 196.2 | 261.4 |       |
| September | 179.1 | 195.2 | 256.5 |       |
| October   | 185.0 | 195.2 | 260.1 |       |
| November  | 191   | 204.1 | 271.0 |       |
| December  | 187.7 | 216.8 | 276.1 |       |

\* Approximation; figure from quoted source not available.

### Industrial Stock Prices

Monthly Average of Daily Index Dow Jones

|           | 1944   | 1945   | 1946   | 1947   |
|-----------|--------|--------|--------|--------|
| January   | 137.74 | 153.05 | 199.00 | 176.10 |
| February  | 135.97 | 157.13 | 198.46 | 181.54 |
| March     | 139.07 | 157.22 | 194.3  | 176.66 |
| April     | 137.19 | 160.47 | 205.8  | 171.38 |
| May       | 139.22 | 165.58 | 206.6  | 168.08 |
| June      | 145.46 | 167.3  | 207.35 | 173.79 |
| July      | 148.17 | 168.9  | 202.27 | 166.4  |
| August    | 146.72 | 167.6  | 199.14 |        |
| September | 146.39 | 172.46 | 172.22 |        |
| October   | 147.6  | 185.07 | 169.48 |        |
| November  | 146.88 | 196.22 | 168.04 |        |
| December  | 150.35 | 192.74 | 174.38 |        |

met with fair response; stiff consumer resistance to "out of line" prices continued to be evident.

Although inventory accumulation has slackened in recent months, the dollar value of retail inventories continues to rise.

Relaxation of buying restrictions by retailers resulted in a moderate increase in wholesale activity. Shortages of several types of consumer durable goods, mainly refrigerators, ranges, and automobiles persisted. Textile and apparel order volume increased considerably as retailers began stocking Fall lines.

Despite rising prices of most United States goods and services and diminishing dollar resources of many foreign governments, the export boom continued unabated during July and the first part of August. At present, the world is buying from this country at a rate 60 per cent higher than in 1946.

Hampered by reconstruction difficulties and internal political strife, most European countries have been unable appreciably to step up production of

met with enthusiastic response by both individual and institutional investors.

Many corporations reported record high earnings for the first half of 1947. Although in several instances second quarter earnings were down slightly from those of the first three months of this year, total earnings for the six months ending June 30 were substantially above those for the similar period a year ago.

Publicly reported cash dividends, accounting for about 60 per cent of all cash dividends paid by United States corporations, aggregated \$159.2 million in May, 15 per cent above the \$136 million paid out in May 1946.

**Business Population** The number of businesses in operation in March totalled 3.7 million, an all time high, according to the U. S. Office of Business Economics. However, the increase in the six months ended with March 1947 was 3 per cent compared with 8.7 for the first half and 4.3 for the last half of 1946. This reduction in the rate

### NEW BUSINESS INCORPORATIONS

|                 | June 1947 | May 1947 | June 1946 | Six Months 1947 |
|-----------------|-----------|----------|-----------|-----------------|
| Alabama         | 84        | 77       | 83        | 651             |
| Arizona         | 49        | 58       | 44        | 375             |
| Arkansas        | 50        | 49       | 53        | 324             |
| California      | 983       | 757      | 854       | 4,464           |
| Colorado        | 85        | 28       | 84        | 480             |
| Connecticut     | 126       | 148      | 128       | 608             |
| Delaware        | 221       | 222      | 204       | 1,404           |
| Florida         | 309       | 317      | 360       | 1,240           |
| Georgia         | 108       | 133      | 103       | 828             |
| Idaho           | 25        | 23       | 17        | 165             |
| Illinois        | 555       | 543      | 607       | 3,530           |
| Indiana         | 174       | 155      | 179       | 1,058           |
| Iowa            | 72        | 77       | 85        | 488             |
| Kansas          | 62        | 62       | 69        | 406             |
| Kentucky        | 60        | 66       | 60        | 257             |
| Louisiana       | 102       | 73       | 108       | 292             |
| Maine           | 46        | 51       | 58        | 278             |
| Maryland        | 162       | 169      | 211       | 1,149           |
| Massachusetts   | 204       | 318      | 403       | 2,050           |
| Michigan        | 401       | 269      | 313       | 2,042           |
| Minnesota       | 164       | 128      | 153       | 830             |
| Mississippi     | 59        | 51       | 79        | 386             |
| Missouri        | 158       | 130      | 157       | 612             |
| Montana         | 31        | 30       | 24        | 203             |
| Nebraska        | 49        | 52       | 56        | 362             |
| Nevada          | 54        | 52       | 46        | 314             |
| New Hampshire   | 22        | 23       | 41        | 195             |
| New Jersey      | 529       | 564      | 734       | 3,396           |
| New Mexico      | 33        | 25       | 19        | 146             |
| New York        | 2,073     | 2,143    | 3,328     | 14,017          |
| North Carolina  | 135       | 150      | 210       | 1,025           |
| North Dakota    | 18        | 10       | 12        | 79              |
| Ohio            | 440       | 115      | 550       | 2,071           |
| Oklahoma        | 52        | 83       | 27        | 492             |
| Oregon          | 64        | 81       | 94        | 533             |
| Pennsylvania    | 335       | 347      | 230       | 2,342           |
| Rhode Island    | 60        | 41       | 105       | 403             |
| South Carolina  | 75        | 83       | 100       | 498             |
| South Dakota    | 16        | 33       | 19        | 145             |
| Tennessee       | 111       | 118      | 155       | 646             |
| Texas           | 207       | 379      | 275       | 1,083           |
| Utah            | 58        | 34       | 52        | 311             |
| Vermont         | 28        | 31       | 23        | 150             |
| Virginia        | 141       | 178      | 152       | 886             |
| Washington      | 74        | 125      | 90        | 831             |
| West Virginia   | 50        | 73       | 56        | 476             |
| Wisconsin       | 158       | 171      | 204       | 1,057           |
| Wyoming         | 22        | 25       | 11        | 138             |
| Total 48 States | 8,922     | 9,179    | 11,402    | 59,373          |

# SIGNIFICANT INDICATORS

COMPILED BY THE PUBLISHERS OF "DUN'S REVIEW"

More detailed figures appear in DUN'S STATISTICAL REVIEW.

## THE FAILURE RECORD

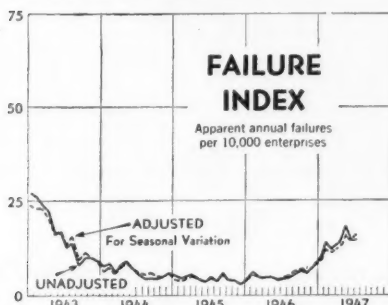
|                          | July 1947 | June 1947 | July 1946 | Per Cent Change |
|--------------------------|-----------|-----------|-----------|-----------------|
| DUN'S FAILURE INDEX*     |           |           |           |                 |
| Unadjusted .....         | 14.2      | 14.1      | 3.9       | + 264           |
| Adjusted, seasonally.... | 15.3      | 14.4      | 4.1       | + 273           |
| NUMBER OF FAILURES....   | 299       | 283       | 74        | + 304           |
| NUMBER BY SIZE OF DEBT   |           |           |           |                 |
| Under \$5,000.....       | 40        | 57        | 30        | + 145           |
| \$5,000-\$25,000.....    | 138       | 133       | 31        | + 345           |
| \$25,000-\$100,000.....  | 71        | 73        | 14        | + 407           |
| \$100,000 and over....   | 41        | 24        | 9         | + 356           |

|                           | July 1947 | June 1947 | July 1946 | Per Cent Change |
|---------------------------|-----------|-----------|-----------|-----------------|
| NUMBER BY INDUSTRY GROUPS |           |           |           |                 |
| Manufacturing .....       | 107       | 95        | 36        | + 197           |
| Wholesale Trade.....      | 40        | 36        | 5         | + 700           |
| Retail Trade.....         | 105       | 108       | 17        | + 518           |
| Construction .....        | 17        | 23        | 9         | + 89            |
| Commercial Service...     | 39        | 21        | 7         | + 329           |

(Liabilities in thousands)

|                         |          |          |         |       |
|-------------------------|----------|----------|---------|-------|
| CURRENT LIABILITIES.... | \$37,137 | \$18,982 | \$3,434 | + 981 |
| TOTAL LIABILITIES.....  | 37,048   | 19,297   | 3,493   | + 986 |

\* Apparent annual failures per 10,000 enterprises.  
† Per cent change of July 1947 from July 1946.



## FAILURES BY DIVISIONS OF INDUSTRY

(Current liabilities in thousands of dollars)

|                                | Number—Jan.-July 1947 | Liabilities—Jan.-July 1947 | Number—Jan.-July 1946 | Liabilities—Jan.-July 1946 |
|--------------------------------|-----------------------|----------------------------|-----------------------|----------------------------|
| MINING, MANUFACTURING...       | 741                   | 241                        | 79,489                | 13,580                     |
| Mining—Coal, Oil, Misc....     | 6                     | 10                         | 518                   | 1,081                      |
| Food and Kindred Products      | 48                    | 14                         | 12,567                | 594                        |
| Textile Products, Apparel...   | 68                    | 18                         | 3,131                 | 275                        |
| Lumber, Lumber Products...     | 106                   | 28                         | 7,686                 | 934                        |
| Paper, Printing, Publishing... | 22                    | 6                          | 642                   | 133                        |
| Chemicals, Allied Products...  | 37                    | 13                         | 8,689                 | 1,208                      |
| Leather, Leather Products...   | 32                    | 2                          | 1,866                 | 159                        |
| Stone, Clay, Glass Products... | 10                    | 5                          | 941                   | 265                        |
| Iron, Steel, and Products...   | 45                    | 11                         | 3,778                 | 702                        |
| Machinery .....                | 159                   | 70                         | 21,548                | 5,486                      |
| Transportation Equipment...    | 29                    | 18                         | 7,527                 | 696                        |
| Miscellaneous .....            | 170                   | 46                         | 10,296                | 2,057                      |
| WHOLESALE TRADE.....           | 240                   | 45                         | 13,267                | 2,234                      |
| Food and Farm Products...      | 52                    | 14                         | 4,694                 | 1,225                      |
| Apparel .....                  | 12                    | 2                          | 452                   | 14                         |
| Dry Goods.....                 | 5                     | 1                          | 593                   | 20                         |
| Lumber, Bldg. Mats., Hdwr.     | 23                    | 2                          | 1,531                 | 208                        |
| Chemicals and Drugs.....       | 13                    | 4                          | 188                   | 47                         |
| Motor Vehicles, Equipment...   | 11                    | 1                          | 137                   | 47                         |
| Miscellaneous .....            | 133                   | 21                         | 5,672                 | 673                        |
| RETAIL TRADE.....              | 650                   | 158                        | 12,673                | 3,840                      |
| Food and Liquor.....           | 99                    | 22                         | 1,163                 | 180                        |
| General Merchandise.....       | 24                    | 8                          | 328                   | 142                        |
| Apparel and Accessories...     | 114                   | 24                         | 1,939                 | 306                        |
| Furniture, Furnishings....     | 105                   | 9                          | 1,561                 | 861                        |
| Lumber, Bldg. Mats., Hdwr.     | 29                    | 9                          | 1,219                 | 120                        |
| Automotive Group.....          | 62                    | 28                         | 1,079                 | 1,351                      |
| Eating, Drinking Places...     | 123                   | 34                         | 3,888                 | 541                        |
| Drug Stores.....               | 13                    | 7                          | 168                   | 30                         |
| Miscellaneous .....            | 81                    | 17                         | 1,326                 | 399                        |
| CONSTRUCTION .....             | 124                   | 69                         | 3,298                 | 1,554                      |
| General Bldg. Contractors...   | 43                    | 18                         | 1,830                 | 696                        |
| Building Sub-contractors...    | 76                    | 49                         | 1,068                 | 564                        |
| Other Contractors.....         | 5                     | 2                          | 400                   | 294                        |
| COMMERCIAL SERVICE.....        | 167                   | 61                         | 24,218                | 4,449                      |
| Highway Transportation...      | 76                    | 17                         | 19,619                | 3,040                      |
| Misc. Public Services.....     | 7                     | ..                         | 242                   | ..                         |
| Hotels .....                   | 2                     | 1                          | 2,884                 | 687                        |
| Cleaning, Dyeing, Repairs...   | 9                     | 5                          | 376                   | 25                         |
| Laundries .....                | 11                    | 4                          | 158                   | 211                        |
| Undertakers .....              | 1                     | 2                          | 13                    | 8                          |
| Other Personal Services...     | 9                     | 10                         | 183                   | 80                         |
| Business, Repair Service...    | 52                    | 22                         | 743                   | 398                        |

## WHOLESALE FOOD PRICE INDEX

The index is the sum total of the price per pound of 31 commodities in general use. It is not a cost-of-living index.

| 1947      |        | 1946      |        | 1947           |        |
|-----------|--------|-----------|--------|----------------|--------|
| Aug. 12.. | \$6.59 | Aug. 13.. | \$5.30 | High Mar. 4..  | \$6.77 |
| Aug. 5..  | 6.57   | Aug. 6..  | 5.32   | Low May 20..   | 5.49   |
| July 29.. | 6.51   | July 30.. | 5.24   | 1946           |        |
| July 22.. | 6.48   | July 23.. | 5.20   | High Nov. 10.. | 6.40   |
| July 15.. | 6.52   | July 16.. | 5.20   | Low Jan. 22..  | 4.12   |

## DAILY WHOLESALE PRICE INDEX

The index is prepared from spot closing prices of 30 basic commodities (1930-1932 = 100).

|        | Aug.   | July   | June   | May    | Apr.   |
|--------|--------|--------|--------|--------|--------|
| 1....  | 268.28 | 259.47 | † .... | 253.65 | 265.81 |
| 2....  | 268.62 | 259.53 | 254.37 | 253.08 | 262.93 |
| 3....  | † .... | 260.18 | 255.71 | 252.61 | 262.67 |
| 4....  | 268.33 | * .... | 258.26 | † .... | * .... |
| 5....  | 269.03 | 259.87 | 257.42 | 253.29 | 263.12 |
| 6....  | 270.73 | † .... | 257.46 | 253.39 | † .... |
| 7....  | 270.91 | 260.81 | 257.69 | 253.46 | 263.40 |
| 8....  | 271.22 | 259.80 | † .... | 253.91 | 262.43 |
| 9....  | 272.98 | 258.65 | 257.40 | 254.03 | 261.81 |
| 10.... | † .... | 259.77 | 256.76 | 253.83 | 262.26 |
| 11.... | 273.04 | 261.23 | 257.36 | † .... | 262.16 |
| 12.... | 271.91 | 262.50 | 258.25 | 252.95 | 262.02 |
| 13.... | 271.37 | † .... | 258.05 | 252.86 | † .... |
| 14.... | 271.93 | 262.60 | 258.30 | 254.00 | 258.28 |
| 15.... | 273.46 | 264.02 | † .... | 255.69 | 258.33 |
| 16.... | 273.43 | 265.60 | 257.91 | 254.35 | 259.73 |
| 17.... | † .... | 265.10 | 258.74 | 254.56 | 260.54 |
| 18.... | 273.70 | 265.75 | 259.70 | † .... | 258.78 |
| 19.... | 274.17 | 266.03 | 260.86 | 253.50 | 258.44 |
| 20.... | † .... | † .... | 260.15 | 254.37 | † .... |
| 21.... | 266.67 | 259.81 | 254.84 | 258.66 | † .... |
| 22.... | 266.57 | † .... | 254.30 | 257.74 | † .... |
| 23.... | 268.72 | 259.22 | 254.60 | 256.32 | † .... |
| 24.... | 268.87 | 259.73 | 255.48 | 256.28 | † .... |
| 25.... | 268.05 | 258.79 | † .... | 256.15 | † .... |
| 26.... | † .... | 258.44 | 258.27 | 256.06 | 257.05 |
| 27.... | † .... | 258.73 | 254.56 | † .... | † .... |
| 28.... | 268.77 | 257.76 | 258.81 | 255.75 | † .... |
| 29.... | 266.48 | † .... | 256.46 | 253.35 | † .... |
| 30.... | 266.34 | 258.25 | * .... | 254.23 | † .... |
| 31.... | 268.20 | † .... | † .... | † .... | † .... |

† Sunday. \* Markets closed.

## BANK CLEARINGS—INDIVIDUAL CITIES

(Thousands of dollars)

|                     | July 1947  | July 1946  | % Change |
|---------------------|------------|------------|----------|
| Boston .....        | 1,861,720  | 1,825,335  | + 2.0    |
| Philadelphia .....  | 3,576,000  | 3,577,000  | + 0.1    |
| Buffalo .....       | 346,029    | 305,270    | +13.5    |
| Pittsburgh .....    | 1,132,760  | 1,080,365  | + 4.0    |
| Cleveland .....     | 1,249,025  | 1,089,114  | +14.7    |
| Cincinnati .....    | 682,649    | 628,866    | + 8.7    |
| Baltimore .....     | 827,820    | 758,787    | + 9.1    |
| Richmond .....      | 455,234    | 401,543    | +13.4    |
| Atlanta .....       | 838,000    | 794,800    | + 5.4    |
| New Orleans.....    | 450,091    | 478,945    | - 5.8    |
| Chicago .....       | 3,022,015  | 2,740,925  | +10.3    |
| Detroit .....       | 1,452,580  | 1,238,454  | +17.3    |
| St. Louis.....      | 1,049,698  | 958,636    | + 9.5    |
| Louisville .....    | 431,480    | 401,447    | + 7.5    |
| Minneapolis .....   | 945,780    | 804,235    | +17.6    |
| Kansas City.....    | 1,384,838  | 1,108,262  | +25.0    |
| Omaha .....         | 487,776    | 416,180    | +17.2    |
| Denver .....        | 380,382    | 330,104    | +15.2    |
| Dallas .....        | 890,412    | 764,728    | +16.4    |
| Houston .....       | 726,678    | 607,516    | +22.0    |
| San Francisco...    | 1,596,816  | 1,543,766  | + 3.4    |
| Portland, Ore....   | 430,288    | 382,712    | +12.4    |
| Seattle .....       | 434,596    | 394,791    | +10.1    |
| Total 21 Cities.... | 24,675,152 | 22,730,771 | + 8.5    |
| New York.....       | 31,132,599 | 33,818,012 | - 7.9    |
| Total 24 Cities.... | 55,807,751 | 56,557,783 | - 1.3    |
| Average Daily.....  | 2,146,452  | 2,175,299  | - 1.3    |

## BUILDING PERMIT VALUES—215 CITIES

|                       | July 1947     | July 1946     | % Change |
|-----------------------|---------------|---------------|----------|
| Geographic Divisions: |               |               |          |
| New England.....      | \$16,654,043  | \$10,078,224  | + 65.3   |
| Middle Atlantic.....  | 52,935,815    | 58,322,848    | - 9.2    |
| South Atlantic.....   | 33,776,460    | 18,922,442    | + 78.5   |
| East Central.....     | 64,327,148    | 38,001,099    | + 69.3   |
| South Central.....    | 37,877,828    | 22,327,382    | + 69.6   |
| West Central.....     | 17,122,351    | 14,710,576    | + 16.4   |
| Mountain .....        | 7,143,160     | 5,811,885     | + 22.5   |
| Pacific .....         | 51,132,595    | 45,273,465    | + 12.9   |
| Total U. S.....       | \$280,960,400 | \$213,467,931 | + 31.6   |
| New York City.....    | \$26,052,358  | \$41,388,802  | - 34.0   |
| Outside New York City | \$254,017,042 | \$172,079,119 | + 47.6   |

283. Although failures were below the post-war peak of 378 in May they exceeded the total for any other month in the past four years. The Failure Index shows some 15 concerns failing per 10,000 business concerns, a rate exceeded only once since August 1943.

Liabilities in July were double those in June, reaching a dollar aggregate of \$37,137,000. This was the highest volume of losses for July since 1932, when liabilities climbed to an all-time peak. A sharp rise in large failures pushed up the July liability total. The number of businesses failing with losses of \$100,000 or more rose to 41; of these, four involved liabilities in excess of a million dollars. More enterprises of all sizes went out of business than in the corresponding period a year ago. Over one-half of the liabilities involved in July failures were concentrated in commercial service where losses aggregated \$19,863,000. Of this total, some ten million dollars were incurred in the failure of transportation companies. Liabilities in manufacturing amounted to \$12,466,000.

About an equal number of concerns failed in manufacturing and in retailing, which together claimed two-thirds of the month's failures. Retail trade failures, totalling 105 this July, were over six times as numerous as in the same month last year. Wholesale trade also had a marked rise in failures, with 40 in July 1947 as compared with five a year ago. Mortality remained low in commercial service and construction with construction failures rising the least from the 1946 level.

Geographically, failures during July were heavily concentrated in the Middle Atlantic with 89, the Pacific States with 73, and the East North Central States with 57. No other region reported more than 21. Despite this concentration, failures were more widely distributed than in July a year ago when 30 states did not have any failures as compared with only eleven this year. California with a total of 61 had more failures than any other state; New York ranked next with 54. Forty-one failures occurred in New York City, almost three times as many as in any other metropolis. Chicago had a total of 14, a sharp rise from the two failures in July a year ago.

# Brisk Buying Sustains Retail Trade

THE favorable consumer response to the usual August promotions and mark-down sales contributed to a moderate rise in retail volume during August. While dollar volume was only slightly above the high July levels, it was considerably above that of a year ago. With the supply of most types of goods increasing steadily, many items that were reported to be scarce early in the Summer have become much more easily available.

The high level of consumer purchases of commodities during July was indicated by the DUN'S REVIEW Regional Trade Barometer. The advance index of 275.0 (1935-1939=100) was 6.7 per cent above the 257.7 of a year ago and was only 2.2 per cent below the near-record 281.3 of June. These indexes are adjusted for seasonal variations and for the number of business days in the month.

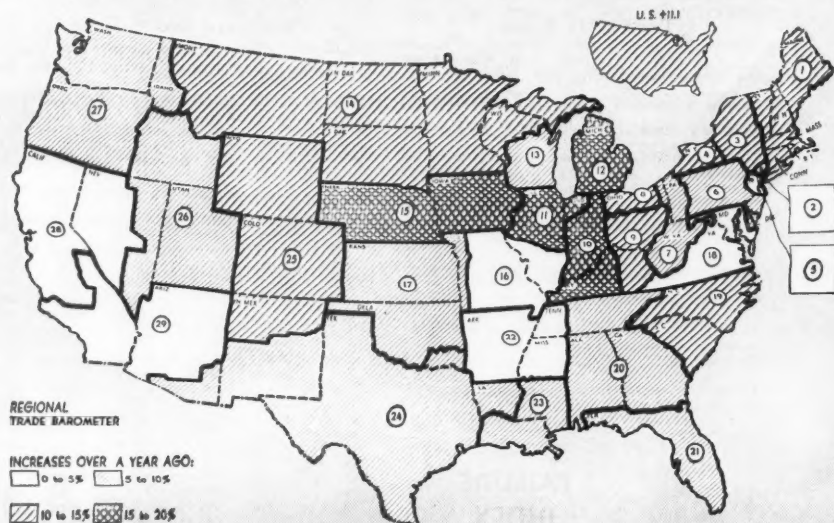
The June barometer was the second highest on record; it was one-tenth of a point below the all-time high of 281.4 reached in March 1947 and was 11.1 per cent above the 253.1 of a year ago. The dollar volume of retail sales in June was close to \$9 billions. (U.S. Bureau of Foreign and Domestic Commerce data.).

Retail activity in the 29 regions varied considerably during June. The lowest barometer was 215.6 in the Northern New Jersey Region (5) and the highest was 380.7 in the Florida Region (21). In eight regions the barometers exceeded 300.0 and in six regions they were less than 250.0. The highest barometers were in those regions located in the South and along the West Coast. Many of the lowest barometers were in the Northeastern regions. The sharp differences in consumer buying among the regions that occurred during the war years generally have not

diminished during the past two years.

The small monthly declines in ten widely scattered regions in June were more than offset by moderate increases in most of the other regions. The barometers of the New England Region (1) and the Pittsburgh Region (7) were unchanged from the previous month. The sharpest increases were 5.7 per cent in the Denver Region (25), 5.3 per cent in the Florida Region (21), and 4.4 per cent in the Northern New Jersey Region (5). The largest declines were 5.7 per cent in the Portland and Seattle Region (27), 4.3 per cent in the Maryland and Virginia Region (18), and 4.1 per cent in the St. Louis Region (16).

The largest increases above a year ago were chiefly in the Middle West regions; this included the Indianapolis and Louisville Region (10), the Chicago Region (11), the Detroit Region (12), and the Iowa and Nebraska Region (15). While the barometers of the regions along the Pacific Coast and in the South were among the highest in the country, the percentage increase above a year ago in many of these regions was less than 10 per cent. The smallest increases above a year ago were 1.7 per cent in the Northern New Jersey Region (5), and 2.8 per cent in the New York City Region (2).



REGIONAL TRADE BAROMETERS

| REGION                             | June<br>1947 | % Change from |             |
|------------------------------------|--------------|---------------|-------------|
|                                    |              | June<br>1946  | May<br>1947 |
| United States .....                | 281.3        | +11.1         | +1.2        |
| 1. New England .....               | 221.9        | +11.5         | 0           |
| 2. New York City .....             | 216.9        | +2.8          | +3.2        |
| 3. Albany, Utica, Syracuse .....   | 266.0        | +12.5         | +2.9        |
| 4. Buffalo, Rochester .....        | 272.0        | +10.7         | +0.3        |
| 5. Northern New Jersey .....       | 215.6        | +1.7          | +4.4        |
| 6. Philadelphia .....              | 245.3        | +6.7          | +0.5        |
| 7. Pittsburgh .....                | 236.1        | +9.9          | 0           |
| 8. Cleveland .....                 | 283.2        | +12.0         | +3.5        |
| 9. Cincinnati, Columbus .....      | 294.0        | +10.3         | +3.1        |
| 10. Indianapolis, Louisville ..... | 298.5        | +16.2         | -1.6        |
| 11. Chicago .....                  | 255.6        | +16.8         | +1.0        |
| 12. Detroit .....                  | 286.7        | +17.4         | -0.3        |
| 13. Milwaukee .....                | 285.3        | +8.6          | -3.1        |
| 14. Minneapolis, St. Paul .....    | 264.6        | +12.0         | +1.5        |
| 15. Iowa, Nebraska .....           | 275.8        | +16.8         | -3.0        |
| 16. St. Louis .....                | 244.6        | +4.1          | -4.1        |
| 17. Kansas City .....              | 272.3        | +9.8          | +1.5        |
| 18. Maryland, Virginia .....       | 257.5        | +4.9          | -4.3        |
| 19. North, South Carolina .....    | 316.3        | +11.8         | -0.6        |
| 20. Atlanta, Birmingham .....      | 363.6        | +7.2          | +1.2        |
| 21. Florida .....                  | 380.7        | +5.5          | +5.3        |
| 22. Memphis .....                  | 311.0        | +3.8          | -2.0        |
| 23. New Orleans .....              | 309.9        | +7.1          | +3.7        |
| 24. Texas .....                    | 335.3        | +8.4          | -2.4        |
| 25. Denver .....                   | 280.6        | +14.5         | +5.7        |
| 26. Salt Lake City .....           | 288.0        | +6.3          | +1.1        |
| 27. Portland, Seattle .....        | 311.7        | +8.2          | -5.7        |
| 28. San Francisco .....            | 297.5        | +3.8          | +1.4        |
| 29. Los Angeles .....              | 305.5        | +4.5          | +0.5        |

A change in the method of reporting the sales of independent retail stores by the U. S. Bureau of the Census became effective with the June reports; this has slightly altered one of the factors included in many of the DUN'S REVIEW Regional Trade Barometers. Regions not affected by this change are 2, 3, 4, 5, 18, and 23.

The continuity of the series has not been impaired. The barometers reflect comparative changes in consumer purchasing of commodities in the United States and in the 29 regions.

(Regional reports begin on page 30)



## CASE HISTORY No. 39

IN A SERIES OF SUCCESS STORIES WITH THE LEGGE SYSTEM OF NON-SLIP FLOOR MAINTENANCE

# INSURANCE COSTS SLASHED 42%



*by Floor Safety  
Program*

**T**HIS large organization had dangerously slippery floors. Constant slip and fall accidents boosted insurance rates, until the insurance company itself stepped in . . . advised a program of floor beauty-with-safety with the Legge System of Non-Slip Floor Maintenance.

Accidents dropped 98% within a year. And down came insurance premiums twice! . . . for total savings of 42%.

### INSURANCE COMPANIES HAVE THE FACTS

In many other institutions, office buildings and plants, casualty insurance companies have recommended the

Legge System for non-slip floor beauty. Their safety records prove that Legge scientific maintenance makes floors lastingly non-slip; practically eliminates costly accidents.

### CORRECT FLOOR MAINTENANCE COSTS LESS

#### LEGGE'S 3-WAY PROTECTION

- ✓ Non-slip Safety
- ✓ High, Lustrous Finish
- ✓ Floor Preservation

#### YOUR 3-WAY SAVINGS

- ✓ Reduced Insurance Premiums
- ✓ Maintenance Costs 50% Lower
- ✓ Floor Replacement Unnecessary

### YOUR OWN FLOOR SAFETY ADVISOR

You get a complete advisory service with the Legge System. A trained Legge floor expert engineers the danger out of your floors. He investigates your conditions . . . prescribes a program for your needs . . . shows your maintenance staff proper methods . . . then checks results regularly.

This tailor-made program actually costs less. One basic polish treatment usually lasts months, sometimes years — saves resurfacing labor, takes 25% less materials. And your floors are preserved; costly replacement made unnecessary.

### YOU SAVE THREE WAYS

Lower maintenance costs . . . prevent floor replacement . . . pay lower insurance premiums and fewer accident costs. How you can do all three is told in our free booklet, "Mr. Higby Learned About Floor Safety the Hard Way." It's yours without obligation. Clip this coupon to your letterhead and mail today.



# LEGGE SYSTEM OF *Non-slip* FLOOR MAINTENANCE

New York • Boston • St. Louis • Chicago • Ft. Worth • Seattle • Cleveland  
Los Angeles • Washington, D. C. • Denver • Rochester • Pittsburgh • Detroit

WALTER G. LEGGE CO., INC.  
11 West 42nd St., New York 18, N. Y.  
360 N. Michigan Ave., Chicago 1, Ill.

Gentlemen:

Please send me your free book, "Mr. Higby Learned About Floor Safety the Hard Way."

Signed \_\_\_\_\_

Title \_\_\_\_\_

Type of Floor \_\_\_\_\_

Approx. Area \_\_\_\_\_ sq. ft. 89

## Cornerstone says "1924" Heating Results say "1947"



Home of  
Trenton  
Trust Co.  
Trenton, N. J.  
Mercer County's  
Oldest  
Trust Organization.  
Bank and 14-story  
office building erected  
1924. Extension  
at left added 1939.

Twenty-three years of keeping up-to-date—that's the reason for the heating comfort and economy enjoyed by Trenton Trust Company.

Trenton Trust was founded in 1888—the same year Webster started serving steam-using customers. In 1924 when their present building was built it was provided with a Webster Heating System. Webster Sylphon Traps were installed on the 614 radiators and vacuum assured by a Nash Vacuum Pump.

In 1939 in order to give the entire building full advantage of newer developments, a 4-zone Webster Moderator System with balancing orifices and automatic control-by-the-weather was added.

Results in comfort and low cost have been outstanding. Repairs have been few, but promptly made when needed; maintenance has been regular; pressures have been kept low.

We solicit the opportunity to work with you in the same way we have been privileged to work with Trenton Trust.

WARREN WEBSTER & CO., Camden, N. J.  
Representatives in principal U. S. Cities : : Est. 1888  
In Canada: Darling Brothers, Limited, Montreal

# Webster

HEATING SYSTEMS

## REPORTS OF TRADE ACTIVITY IN TWENTY-NINE REGIONS

### 1. New England Region

Barometer unchanged from previous month; 21% below U. S. barometer. Wholesale trade slightly below a year ago. Manufacturing employment 1% below a month ago, slightly above a year ago. Woolen goods output increasing. Agricultural employment up sharply. New England department store sales 7% above a year ago.

### 2. New York City Region

Barometer gain over a month and a year ago slight; was 12% below U. S. barometer. Wholesale trade slightly above a month ago and a year ago. Industrial employment unchanged; moderately above a year ago. New York City department store sales 12% above a year ago.

### 3. Albany, Utica, and Syracuse Region

Barometer 5% below U. S.; gain over a month and a year ago slightly above U. S. gain. Wholesale volume moderately below a year ago. Manufacturing employment steady with month and year ago. Syracuse department store sales 4% above a year ago. Harvest of large cherry crop progressing rapidly.

### 4. Buffalo and Rochester Region

Barometer increase over a year ago below U. S. increase; 3% below U. S. barometer. Wholesale trade fractionally above a year ago. Buffalo department store sales 9% above a year ago, Rochester up 8%. Buffalo steel operations at 102.5% of capacity. Employment remained at high level of previous month.

### 5. Northern New Jersey Region

Barometer lowest of all regions, 23% below U. S.; monthly increase among the sharpest. Newark wholesale trade 4% above a year ago; department store sales up 7%. Industrial employment rising slowly; 6% above a year ago. Unemployed largely unskilled workers.

### 6. Philadelphia Region

Barometer gain over year and month ago less than U. S. gain; 13% below U. S. barometer. Wholesale trade close to a year ago. Factory employment unchanged in June; slightly above a year ago. Philadelphia department store sales 5% above a year ago. July farm employment up 15%, slightly below a year ago.

### 7. Pittsburgh Region

Barometer unchanged from May; 16% below U. S. barometer. Wholesale trade well above a year ago. Factory employment slightly above a month ago. Pittsburgh index of trade down 1% to 166.9, 4% below a year ago. Pittsburgh department store sales 5% above a year ago.

### 8. Cleveland Region

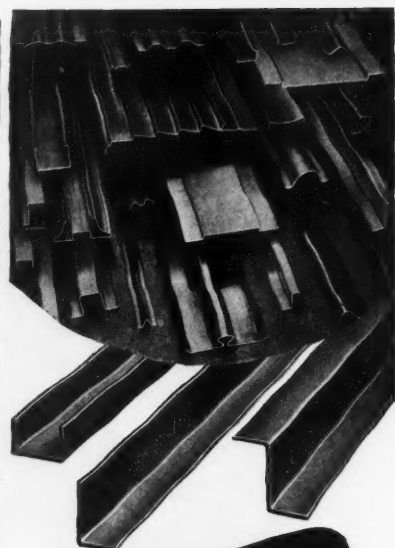
Increase above a year and a month ago slightly above U. S. increase; 1% above U. S. barometer. Wholesale volume moderately above a year ago in Akron, Cleveland, Toledo. Ohio continued claims for unemployment compensation 62% below a year ago. Cleveland department store sales 10% above a year ago.

### 9. Cincinnati and Columbus Region

Barometer monthly increase moderate; 5% above U. S. barometer. Cincinnati wholesale trade slightly below a year ago; Columbus and Dayton up moderately. Industrial employment high. Cincinnati department store sales 10% above a year ago, Columbus up 5%.

### 10. Indianapolis and Louisville Region

Barometer gain over a year ago among the sharpest; 6% above U. S. barometer. Wholesale volume considerably above a year ago. Indianapolis department store sales 6% above a year ago, Louisville up 9%. Industrial employment high. Farm outlook good.



You can make  
**STRUCTURALS**  
TUBULAR SHAPES, MOULDINGS  
AND TRIM

from the smallest up to 1/2" thick, from flat or coiled strips of metal up to 30" wide, and even wider, on a highly standardized Yoder Cold-Roll-Forming Machine. Any good mechanic can learn operation in a few weeks from a Yoder service engineer.

With normal production rate of 100 feet per minute, conversion cost ranges from one to three dollars per ton for medium heavy structurals.

On the same machine, you can make tubular shapes, moldings, panels and trim, for every purpose, at a conversion cost rarely over 20 cents per 100 feet.

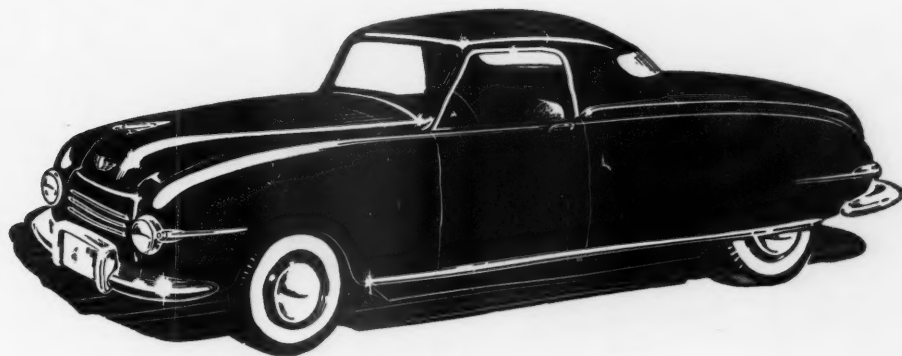
Even on intermittent production of miscellaneous shapes, with relatively short runs and frequent roll changes, conversion cost remains exceedingly low due to special Yoder features facilitating quick roll changes and accurate adjustment.

Other Yoder machines for high speed slitting of strip and sheets, automatic cutting to length of finished shapes, curving, coiling, perforating, welding, embossing, etc., may be tied in with roll forming at little or no extra labor cost. Literature, Consultations, Estimates for the asking.

**THE YODER COMPANY**  
5531 Walworth Avenue • Cleveland 2, Ohio



# Proudly We Present

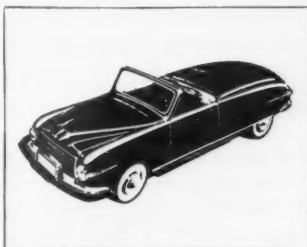


## The Playboy

We are proud of our achievement in developing and producing the Playboy . . . . "the nation's newest car sensation" . . . . designed to meet the ever-changing car needs of America. In creating the new 1948 Playboy we have achieved new heights in modern car design and styling.

The Playboy is the first car in the entire automotive field with an all-steel convertible disappearing top! The Playboy is first again in combining the most important features of three body styles: business coupe, club coupe and convertible all in one. The Playboy is the first car in the low-priced field featuring a one-piece, all-steel, all-welded body and frame. The Playboy is the first car in the low-priced field featuring 4 independent coil springs, guaranteeing a level ride under the most rigorous road conditions. The Playboy is powered with a 4 cylinder, 40 horsepower Red Seal Continental engine, and equipped with 4 wheel hydraulic brakes.

The Playboy is 13 feet from bumper to bumper, has a height of 54 inches, and weighs 1900 pounds. The over-all width is 58 inches, and the seat is 4 feet, 3 inches wide, which enables three people to sit comfortably in the front.



Scientific road tests have conclusively proven how remarkably economical the Playboy is to own, since these tests have shown that it will give 35 miles on the gallon. . . . The Playboy can attain a speed of over 70 miles an hour. At this speed it hugs the road like a car twice its weight, insuring maximum protection and safety. All standard automotive parts are used in the Playboy, thus facilitating servicing and assuring added economy of operation.

To simply enumerate the new and revolutionary features incorporated in the Playboy is, however, not sufficient. Facts are important, but inadequate in visualizing this remarkable car. The Playboy is difficult to describe with words alone . . . to fully appreciate its distinctive styling, its masterful performance and smooth riding qualities, you must see it and drive it yourself. Playboy automobiles are now in production and will sell for \$985 F.O.B. Buffalo, N. Y. The Playboy will be on display at your local Playboy dealer's showrooms in the near future. See the new Playboy! Drive it! You will be convinced.

Copr. 1947 by The Playboy Motor Car Corp.

DISTRIBUTORS AND DEALERS ARE NOW BEING APPOINTED. APPLICATIONS ARE BEING ACCEPTED FOR DOMESTIC AS WELL AS FOREIGN FRANCHISES. FOR FURTHER INFORMATION WRITE EXECUTIVE OFFICES.

### PLAYBOY MOTOR CAR CORP.

FACTORY AND EXECUTIVE OFFICES

988 ELLICOTT ST., BUFFALO 8, N. Y.

DUN'S REVIEW

31

SEPTEMBER • 1947



*While She Powders  
Her Nose . . .*



## ALL THREE MACHINES ARE TYPING PERSONAL LETTERS

*faster than human fingers can fly!*

AUTO-TYPIST is one of the most amazing business machines ever built. Any typewriter can be mounted on the mechanism. Then it will type letters—automatically—from two to three times faster than human typists can work. Your typist can operate three or four AUTO-TYPISTS. She can turn out from 300 to 500 letters a day—each letter completely and individually typed with a provision for manual interpolation of names, amounts, dates, or any other “personalizing” references.

### RUSH COUPON FOR DESCRIPTION OF THESE AMAZING MACHINES

Office managers' mouths drop open in amazement. Typists heave deep sighs of relief when they see perforated paper record rolls flashing out the tedious repetitive typing in one-third the time.

Sales Managers boost responses to their mailings many times by sending individually typed letters to their prospects. Rush the coupon or a request on your letterhead for complete description of the business machine that is increasing sales and collections, and speeding mailings for America's biggest companies. Send today for the facts. They are free.

**AUTO-TYPIST, 610 N. Carpenter Street, Dept. 49, Chicago 22, Ill.**

**RUSH  
the  
Facts  
Free!**

AMERICAN AUTOMATIC TYPEWRITER CO. Dept. 49  
610 N. Carpenter St., Chicago 22, Ill.

Tell me how one ordinary typist can turn out 300 to 500 individual type-written letters a day on AUTO-TYPISTS. All information is free and I am under no obligation.

Name .....  
Company .....  
Address .....  
City..... P. O. Zone.....State.....

#### 11. Chicago Region

Barometer well above a year ago, monthly rise moderate; 9% below U. S. barometer. Chicago wholesale trade 10% above a year ago; well above in Rockford, Springfield. Chicago department store sales 11% above a year ago; steel operations at 94.3% of capacity. Material shortages curtailed output in some industries.

#### 12. Detroit Region

Barometer gain over a year ago sharpest of all regions; 2% above U. S. barometer. Wholesale volume well above a year ago. Industrial employment steady with a month ago; moderately above a year ago. Automobile output declined slightly as steel stocks decreased. Detroit steel operations at 101% of capacity. Detroit department stores sales 14% above a year ago.

#### 13. Milwaukee Region

Barometer 1% above U. S.; monthly decline moderate, gain over a year ago less than U. S. Milwaukee wholesale trade 10% above a year ago, Green Bay up 8%. Milwaukee department store sales 4% above a year ago. Shoppers attracted by seasonal promotions and mark-down sales. Crops later than usual; developing rapidly.

#### 14. Minneapolis and St. Paul Region

Barometer monthly and yearly increase close to U. S. increase; 6% below U. S. barometer. Wholesale volume moderately above a year ago. Retail trade brisk; favorable response to many clearance sales. Minnesota manufacturing employment up 1%, 6% above a year ago. Montana unemployment at peace-time low in July.

#### 15. Iowa and Nebraska Region

Barometer gain over a year ago among the highest; 2% below U. S. barometer. Wholesale trade compared favorably with a year ago. Iowa employment 1% above a month ago, 12% above a year ago. Nebraska department store sales 1% below a year ago. Estimated corn yield considerably below 1946 record level.

#### 16. St. Louis Region

Barometer monthly drop among the sharpest; was 13% below U. S. barometer. St. Louis wholesale trade 5% above a year ago; department store sales up 12%. Many shoppers attracted by seasonal clearances. St. Louis steel production at 83.8% of capacity.

#### 17. Kansas City Region

Barometer gain over a year and a month ago moderate; was 3% below U. S. barometer. Kansas City wholesale trade 10% below a year ago; up moderately in Oklahoma City, St. Joseph, Topeka. Oklahoma manufacturing employment 1% above a month ago and a year ago. Kansas City department store sales 7% above a year ago.

#### 18. Maryland and Virginia Region

Barometer monthly drop second sharpest of all regions; was 9% below U. S. barometer. Wholesale volume 5 to 10% above a year ago. Industrial employment up slightly in Baltimore; steady with a month and a year ago in many localities. Baltimore department store sales 4% below a year ago, Washington unchanged.

#### 19. North and South Carolina Region

Barometer well above a year ago, monthly decline moderate; 13% above U. S. barometer. Greensboro wholesale trade 15% below a year ago; steady to slightly above in Raleigh, Charlotte, Winston-Salem. Hosiery and furniture production moderately below 1946 levels.

#### 20. Atlanta and Birmingham Region

Barometer second highest of all regions, 29% above U. S.; moderately above a year ago. Wholesale trade moderately below a year ago. Industrial production and employment close to previous high levels. Atlanta department store sales 5% above a year ago, Augusta up 1%. Birmingham up 5%, Nashville down 6%.

## If sugar came by pipeline...

*... it couldn't be cleaner!*

Not even a pipeline's complete protection, all the way from refinery to user, could deliver a cleaner, more sanitary product than the sugar that's shipped in multiwall paper bags! And that means most of America's packaged sugar.

Leading sugar companies have found that their most efficient and economical packaging, in large or small operations, is with St. Regis valve bag filling machines and low-cost, protective multiwall paper bags. With Multiwalls there's no possibility of contamination in transit or in storage.

Whether sugar goes in 100 lb. bags to the baker, the soft drink, candy, ice cream or other manufacturer . . . or in 5 lb. or 10 lb. bags to the grocer for the housewife's use — more and more sugar is being shipped in paper bags. And more and more of those bags are St. Regis Multiwalls.

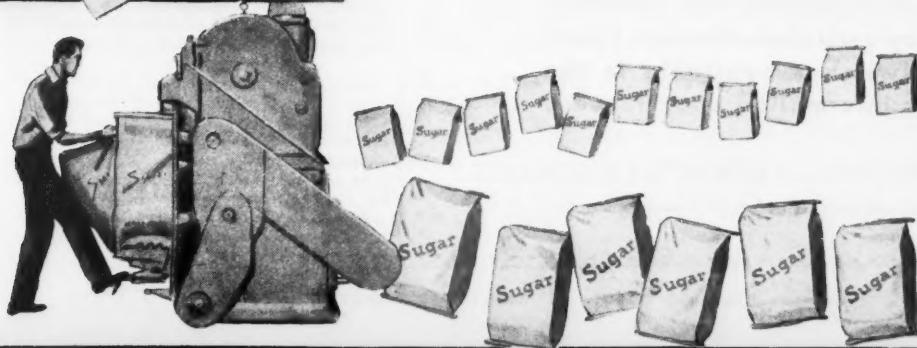
*In its 43 plants throughout North and South America, St. Regis also manufactures: Printing, publication and specialty papers... "Tacoma" bleached and unbleached sulphate pulp . . . Panelyte — St. Regis structural laminated plastic.*

**ST. REGIS PAPER** *Company*

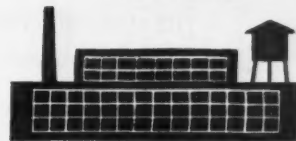
230 PARK AVENUE, NEW YORK 17, N. Y.

St. Regis Products are sold by St. Regis Sales Corporation: Offices in New York • Chicago • Baltimore • San Francisco and 20 other industrial centers.

IN CANADA: St. Regis Paper Co. (Can.) Ltd., Montreal



CONSUMERS



BUSINESS AND INDUSTRY

*The St. Regis Engineering Division offers custom-built packaging systems to meet the requirements of different industries.*

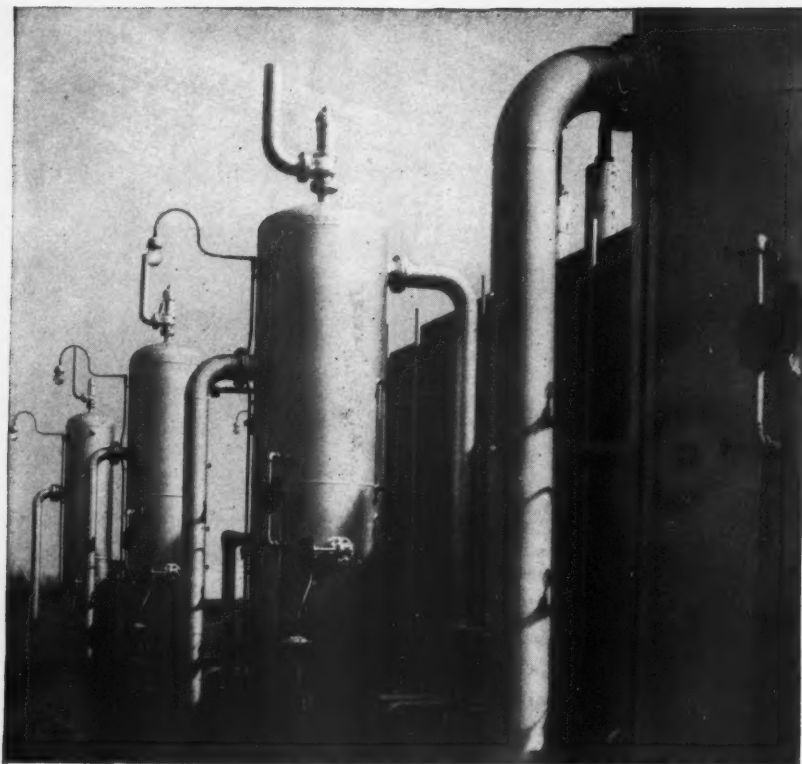


PHOTO SHOWS LIQUID LEVEL CONTROL INSTALLATIONS

# *Mercoïd Controls* *on the* *Highways and Byways* *of* *Industry*

**Designed to automatically regulate electrically operated equipment in accordance with changes in temperature, pressure, vacuum, fluid level or mechanical movement. Equipped exclusively with corrosion-proof mercury switches. Various types of mercury switches available to the trade. Further information upon request.**

THE MERCOÏD CORPORATION • 4201 BELMONT AVE., CHICAGO, ILL.

*Manufacturers of dependable automatic controls for a quarter of a century*

## **21. Florida Region**

Highest barometer of all regions, 35% above U. S.; sharp monthly increase, slightly above a year ago. Wholesale volume considerably below a year ago. Retail volume declined seasonally. Miami department store sales 4% above a year ago, Jacksonville down 1%. Citrus groves and tobacco crop in good condition.

## **22. Memphis Region**

Barometer gain over a year ago among the smallest; was 11% above U. S. barometer. Wholesale trade 20% below a year ago in Memphis, Little Rock. Retail volume down slightly. Little Rock department store sales 7% below a year ago, Memphis up 3%. Industrial employment steady with previous month and a year ago.

## **23. New Orleans Region**

Barometer increase moderately over a year ago and a month ago; was 10% above U. S. barometer. Wholesale trade slightly above a year ago. Employment and payrolls steady with high level of preceding month. New Orleans department store sales 4% above a year ago.

## **24. Texas Region**

Barometer declined slightly, moderately above a year ago; was 19% above U. S. barometer. Wholesale volume moderately above a year ago. Dallas department store sales 3% below a year ago, Fort Worth up 6%, Houston up 2%, San Antonio down 3%. Wheat yield at record levels; unfavorable weather limited rice yield.

## **25. Denver Region**

Barometer monthly rise sharpest of all regions, well above a year ago; even with U. S. barometer. Wholesale trade moderately above a year ago; up 20% in Albuquerque. Industrial employment high; farm employment down slightly but well above a year ago. Denver department store sales 3% above a year ago.

## **26. Salt Lake City Region**

Barometer increase over a month ago and a year ago slight; 2% above U. S. barometer. Salt Lake City wholesale volume 23% above a year ago. Utah employment 2% above a month ago, 9% above a year ago. Outlook favorable for potatoes and sugar beets. Salt Lake City department store sales 4% above a year ago.

## **27. Portland and Seattle Region**

Barometer monthly drop sharpest of all regions; 11% above U. S. barometer. Seattle, Portland wholesale trade 10% above a year ago, Tacoma up 5%. Washington industrial employment up 1%. Portland department store sales 6% above a year ago, Seattle up 2%.

## **28. San Francisco Region**

Barometer gain over a year ago among the smallest, monthly increase slight; was 6% above U. S. barometer. San Francisco, Sacramento wholesale volume 10% above a year ago. California manufacturing employment down 1%, 3% above a year ago. San Francisco department store sales 3% above a year ago.

## **29. Los Angeles Region**

Barometer increase above a year ago and a month ago among the smallest; 9% above U. S. barometer. Arizona manufacturing employment even, 19% above a year ago; southern California 2% below a month ago and a year ago. Crop outlook good. Los Angeles department store sales 3% above a year ago.

*Regional trade information is based upon opinions and comments of business men gathered and weighed by local DUN & BRAD-STREET offices. Payroll and employment data are from Government sources. Department store sales are from the Federal Reserve Board and are for the four weeks ended July 26, 1947.*

*More complete barometer figures and more detailed regional information is published in DUN'S STATISTICAL REVIEW.*





# PORTUGAL CALLING

The undermentioned Trade Representatives and Traders in Portugal are interested in establishing business relations WITH YOU.

NOTE: Direct all correspondence to these concerns at address given. P. O. Box number indicated by (B xxx). In case of doubt address your mail c/o R. G. Dun & Co., P. O. Box 36, Lisbon, Portugal, and it will be forwarded safely to the advertiser.

## LISBON (Portugal)

AGENCIA COMERCIAL & MARITIMA, LD<sup>A</sup>, R. do Alecrim, 45. Tel. Add.: Acomar. Ship, commercial, agents.  
ALBERTO SOARES RIBEIRO, LD<sup>A</sup>. (B 282). Packers and exporters trademark "Gisela" fish preserves.  
AUTO CARROCERIAS, LD<sup>A</sup>. (B 406). Importers of materials for construction of automobile and bus bodies.  
AUTO-TRIUNFO, R. Santa Marta. Automotive distributors. Importers autos, trucks, parts, service equipment and tools.  
CARVALHO, RIBEIRO & FERREIRA, LD<sup>A</sup>, Rua do Ouro, 140. Wines and brandies exporters.  
CIDIE (B 657). Import anilines, chemicals, drugs, steel, iron. Export Portuguese products. Seek agencies.  
DOMINGOS GONÇALVES & C<sup>A</sup>., R. Arco Bandeira, 115. Established 1917. Importers-exporters general merchandise.  
ETAL, Rua Nova da Trindade, 1. Import metals, chemicals, machinery, scientific equipment.  
ESTABELECIMENTOS ALVES DINIZ & C<sup>A</sup>. (B 343). Tel. Add.: Aldiniz. Foodstuff importers and exporters.  
EST. JERONIMO MARTINS & FILHO, LD<sup>A</sup>, R. Garrett, 23. Established 1792. (New York Office: 17 State Street, New York 4, N. Y.) Importers groceries, chemicals, stationery, perfumes, etc.  
FERNANDO POLLERI, Tr. Forno, 7, aos Anjos. Import all industrial requirements. Manufacturers' representatives.  
FIGUEIRA & ALMEIDA, R. Madalena, 88. Established 1909. Exporters fish preserves. Desire foodstuff agencies.  
FRANCISCO BENITO & C<sup>A</sup>, LD<sup>A</sup>. Export olive oil, fresh and dried fruit, olives, garlic, paprika, Guinea pepper, etc.  
HENRY M. F. HATHERLY, LD<sup>A</sup>. (B 669). General merchants, colonial produce, saffron, ergot, codoil, drugs, brandies, wines.  
JOHN W. NOLTE, LD<sup>A</sup>. (B 92). Imp.-exp. Packers, agents: cork, sardines, textiles, steel, nonferrous metals, general produce.  
J. PACHECO CALÉ, LD<sup>A</sup>, Rua S. Julião, 80, 3<sup>o</sup>. Tel. Add.: Calel. General agents.  
J. TINOCO, Rua do Amparo, 25-2<sup>o</sup>. Tel. Add.: Oconit. General import and export, specially textiles.  
MANUEL OLIVEIRA GOMES, Restauradores, 13. Import wool tops, yarns-poplins, linings-silk and mercerized yarns.  
MAXIMO SILVA, LD<sup>A</sup>. (B 494). Shipbroker. Import steels, metals, machine tools, diesel engines, electrical material.  
MENDES & CAEIRO, LD<sup>A</sup>, C. do Ferregial, 2. Require representation typewriters, adding machines and office equipment.  
RADIO INDUSTRIAS, LD<sup>A</sup>, R. da Madalena, 85. Tel. Add.: Radustrias. Import radios, photographic commodities.  
RODRIGUES & BICHO, LD<sup>A</sup>. (B 736). Tel. Add.: Robi. General agents. Importers of wool and auxiliary products, shipping tackle, foodstuffs. Exporters of wool textiles.  
SOC. COM. ALSORI, LD<sup>A</sup>. (B 729). Cork Mfrs. Agents, importers chemicals, iron, steel, office supplies.  
SOC. COMERCIAL LUSO AMERICANA, LD<sup>A</sup>, Rua Prata, 145. Export-import. Stationery, office equipment, all novelties.  
SOCIEDADE DE VINHOS & MOSTOS, LD<sup>A</sup>. (B 563). Tel. Add.: Vimosto. Exporters of Portuguese wines and brandies.  
SOC. PERMUTADORA, LD<sup>A</sup>, Av. Liberdade, 190. Import metals, machinery, tools, chemicals. Export colonial products.  
STALL, R. Santa Marta, 57. Importer-distributor autos, trucks, parts, accessories, tires and service equipment.  
WIESE & C<sup>A</sup>, LD<sup>A</sup>, Rua do Alecrim, 12, A. Tel. Add.: Wieseco. Shipping, commercial, agents.

## MATOZINHOS (Portugal)

ANT. & HENR. SERRANO, LD<sup>A</sup>. Tel. Add.: Dragão. Packers and exporters of sardines and anchovies in pure olive oil.  
BRANDAO & C<sup>A</sup>, LD<sup>A</sup>. Tel. Add.: Varina. Canned foods and olive oil. Manufacturers and exporters.  
DIAS, ARAUJO & C<sup>A</sup>, LD<sup>A</sup>. (B 15). Sardines, anchovies and all kinds of canned fish. Packers and exporters.  
SOCIEDADE DE CONSERVAS JOANA D'ARC, LD<sup>A</sup>. (B 16). Tel. Add.: Joarc. Packer, exporter fish preserves.

## OPORTO (Portugal)

A. C. PIMENTA, LD<sup>A</sup>, R. S4 Bandeira, 283. Cotton agents. Artificial silk and textiles. Electric home appliances.  
AUMAFECA, Rua Entreparedes, 16, sala 15. General agent for own account. Import and export.  
CRISPIM CORREIA PINTO (B 136). Import. Healds, flat steel, heddles, needles knitting, machinery textile, ring travellers.  
DROGARIA MOURA, LD<sup>A</sup>, Largo S. Domingos, 101. Import industrial chemicals, pharmaceuticals, drugs, paints.  
BENIGNO DELGADO & FILHOS, LD<sup>A</sup>, R. Estação, 8. Exp. Tartaric raw materials, cream tartar, ergot of rye; Imp. Woods, hides.  
ESPECIALIDADES ELECTRICAS, LD<sup>A</sup>, 710 Rua Fernandes Tomaz. Electric motors, household appliances, medical apparatus, specialties.  
INTERNEX-IMPORT DISTRIBUTORS, Sto. Ildefonso, 25. Electric home appliances; laboratory apparatus, chem. reagents.  
J. ROCHA, LD<sup>A</sup>, R. Passos Manuel, 166. Importers of radios, refrigerators, electric ovens and medical electricity.  
LEMO & FILHOS, LD<sup>A</sup>, Praça Carlos Alberto. Import pharmaceutical specialties, perfumes, beauty preparations.  
MANUEL FREDERICO, Rua S. Antonio, 57, 1<sup>o</sup>. Seeks agency Portugal, Portuguese Africa general merchandise.  
MARTINHO & C<sup>A</sup>, LD<sup>A</sup>, Trav. da Fabrica. Accept agencies of surgical & hospital instruments. Pharmaceutical products.  
REPRESENTACOES ANGLO-LUSITANAS, LD<sup>A</sup>, Praça da Batalha, 90. Tel. Add.: Ralim. Building and chem. products.  
TASSO DE SOUSA, MAGALHAES & C<sup>A</sup>, LD<sup>A</sup>, R. Firmeza, 476. Motor cars, trucks, accessories, etc. Genl. agents and imp.  
TELES & C<sup>A</sup>, LD<sup>A</sup>, R. S4 Bandeira, 69. Tel. Add.: Brasileira. Importers all food and pastry products.  
UNIVERSAL, SOC. AÇOS MAQUINAS & FERRAMENTAS, LD<sup>A</sup>, R. S4 Bandeira, 534. Imp. machines and tools for industries.

## VILA NOVA DE GAIA (Portugal)

MIGUEL DE SOUSA GUEDES & IRMAO, LD<sup>A</sup>. Est. 1851. Proprietors Alto Douro. Export Port Wine, brandy.  
SPIR. SOC. PORT I. & REPRESENTACOES, LD<sup>A</sup>. Importers iron, steel, wire, tubes, small tools, machinery.

**PLEASE:**



READ WITH ATTENTION EACH ONE OF THESE ADVERTISEMENTS  
MANY OF THESE MAY OFFER YOU A GOOD BUSINESS OPPORTUNITY

# AUSTRIA TODAY

(Continued from page 23)

more than 20 per cent below weight standards) are evident in less than one-tenth of the Vienna residents, according to U. S. Army clinical studies.

But the long-term results of under-nourishment are not so easily measurable; nor are the psychological effects, the listlessness induced by the lack of fats, by the dreary, unchanging diet, the universal preoccupation with but one subject—food. An outsider in Austria is struck first by the mental and physical apathy of the people. The slowness of pedestrians' reactions is a continual exasperating hazard in driving. Military government representatives know too well the great difficulty Austrian officials seem to have in making the smallest decisions. Employers complain that workers' efficiency and productivity are unbelievably low—which is strikingly confirmed by production figures.

## Black Market

It is small wonder that every citizen, even the most scrupulous, is tempted to try the black market. In Austria, there is no food legally obtainable that is not rationed, with the occasional exception in Summer months of some seasonal fruits and vegetables. This means that the Austrian, unlike citizens of many other European countries, never has a chance to supplement the ration with a restaurant meal; or to buy a sweet, or a roll, or a fruit drink.

The allowance itself has a deadening lack of variety. For months and months last year, Vienna saw no fresh meat, the meat ration being met consistently from military and UNRRA supplies of tinned meat-and-vegetable stew. It was seldom that a month's ration included one fresh egg for an adult. There was no milk except for children, and up to August 1946, only for children under six. Coffee, all ersatz, was obtainable only occasionally.

But in the black market, many things can be found—at a price. The fantastic level of these prices is perhaps in part a compliment to the control efforts of the Economic Police, but more, a sign of the basic supply-demand unbalance in the free market. In 1946 and 1947,

that gulf has narrowed somewhat, partly through the exhaustion of the spendable cash reserves of the population and partly through the improvement in supplies. Black market prices in early 1947 had dropped 75 per cent compared with 1945. On the more "favorable" basis, in early 1947, for 70 schillings (seven American dollars, at the official exchange) one might find a pound of bacon or of lard. A pound of sugar would take 60 schillings, a bar of chocolate 25, and two cigarettes—very effective in dulling hunger pains—could be had for 3 or 4 schillings, that is, about twenty times the prices in the United States.

To gage the significance of these free market prices, one must also compare them with the controlled prices (see table below) and with the prevail-

ing level of wages in Austria. It is these comparisons that most accurately reflect the state of health—or rather, ill health—of this economy.

## Contrasts in Real Wages

Wages have risen more slowly than official prices, the average increase through the end of 1946 being about 50 per cent since pre-war. As a result, the level of real wages has been appreciably reduced. Comparisons with trends in our own country are particularly interesting. Austrian prices for food and other staples, at the official exchange of ten schillings to the dollar, have recently averaged about half United States prices for comparable goods, but in wage incomes the disparity is striking. The monthly wages of skilled male workers in Austria range between 220 to 280 schillings, of unskilled workers 160 to 240 schillings. Austrian bricklayers, for example, receive 1.50 to 1.60 schillings per hour—American bricklayers (again, on the official conversion rate) 15 times as much.

Though the incentive is present, it may seem hard to conceive of these wage incomes offering any margin for black market buying. At these rates, it would take two weeks' wages to buy a pound of bacon on the black market. Without doubt, the great bulk of illegal purchasing has represented withdrawals from savings or the surplus cash of the well-to-do. These reserves are now greatly diminished. (It is true that even under present conditions, it has been possible for some people to live quite well. Nevertheless, one is not aware in Vienna of the disquieting, flagrant contrasts of living found in Paris or Rome, where stores that have not enough bread still can offer succulent pastries to those who can pay.)

That wage earners have also participated in the black market in Austria is conceivable only when one realizes how small is the amount of legal buying that can be done. The scarcity of goods actually is so pronounced that legal spending often cannot absorb even the wages of the lowest category of workers, if they do not have dependents. The entire food allowance for

## BLACK MARKET AND LEGAL PRICES

Vienna, February 1947

| ITEM          | QUANTITY    | Legal Retail Price (In schillings) | Black Market Price (Average) |
|---------------|-------------|------------------------------------|------------------------------|
| Flour, dark   | kilogram    | 0.51                               | 25.0                         |
| Bread, dark   | kilogram    | 0.59                               | 10.0                         |
| Beef          | kilogram    | 3.20                               | 53.0                         |
| Pork          | kilogram    | 2.94                               | 82.0                         |
| Bacon         | kilogram    | 2.16                               | 140.0                        |
| Lard          | kilogram    | 2.16                               | 140.0                        |
| Butter        | kilogram    | 7.20                               | 120.0                        |
| Vegetable Oil | kilogram    | 3.52                               | 120.0                        |
| Sugar         | kilogram    | 1.80                               | 125.0                        |
| Saccharin     | 100 tablets | 0.20                               | 18.0                         |
| Eggs          | each        | 0.26                               | 6.0                          |
| Milk          | liter       | 0.50                               | 5.6                          |
| Wine          | liter       | 7.20                               | 28.0                         |
| Cigarettes    | each        | ...                                | 1.4                          |
| Men's Shoes   | pair        | ...                                | 450.0                        |
| Wool Cloth    | meter       | ...                                | 325.0                        |

SOURCE: Vienna Economic Police and Austrian Federal Ministry for Food.

A schilling is 10 cents; a kilogram, 2.2 pounds; a liter, 2.1 pints; a meter, 39.37 inches.

# How to pop into a customer's mind more than 7,000 times a year...

This Christmas give the perfect customer-gift—a Hamilton Ross "Jet-Flow"® ball pen. Lasts a lifetime! Writes for years without re-filling! Suggests your name, your product, every time it is used.

This famous, nationally advertised Hamilton Ross pen is precision-made of solid rod aluminum—unconditional time guarantee. The rich-colored, anodized finish is permanent, indestructible. "Jet-Flow" Can't leak. Won't smudge. Writes dry! And you'll admire its handsome gift package. Pen rests on a modern-designed plastic base that serves as a permanent desk tray. It is enclosed in a crystal clear cover for simple, dignified beauty.

For an extremely low cost, Hamilton-Ross "Jet Flow" pens provide the perfect gift for valuable customer remembrance 20 times a day—7,000 times a year! Give "Jet Flow" pens this Christmas. But quantity is limited. So fill out coupon and mail now!

- We are geared to handle all packing, addressing and mailing details for you. Simply enclose business cards and gift list with order. We add postage cost only.

## PRICES

Less than 1 Doz. . . . \$3.90 each    6-12 Doz. . . . 3.35 each  
1-6 Doz. . . . . 3.65 each    Over 12 Doz. . . 3.00 each

5% discount on all orders placed before October 1, 1947

\*Regularly priced at \$10.00 retail.

MEMO FROM THE PRESIDENT:

JB  
This solves our customer  
Christmas Gift Problem  
RS



*Note*

## THESE FEATURES:

- **RETRACTABLE POINT**—A half turn of the non-removable cap, and click... out comes the point. Another half turn, and click... the point is retracted for safe carrying.
- **PERFECTLY SEALED emulsion (ink)** container prevents leakage in any atmosphere or in any position.
- **6 to 8 CLEAR CARBON COPIES**... and a good ink original.
- **HANDSOME GIFT PACKAGE** includes a permanent pen tray and paperweight—beautiful and useful.

Available in Four Smart Colors  
Black and Gold • Garnet and Gold  
Sapphire and Gold • All Gold



## See It and Use It Offer

Send us your order for one dozen or more "Jet-Flow" pens and we will rush you one pen on approval. Use it for 10 days. If you are not entirely satisfied, return it and cancel your order. If you like the "Jet-Flow" pen, keep it—it's yours! And we'll fill your order.

*Hamilton Ross* **JET flow PEN**

Division of THE INDUSTRIAL TOOL & DIE WORKS  
2824 University Ave., S. E. • Minneapolis, Minn.

- Hamilton Ross Jet-Flow Pen Division of
- The Industrial Tool & Die Works
- 2824 University Ave., S. E., Minneapolis, Minn.
- Gentlemen:
- ☐ Please hold ..... dozen "Jet-Flow" Ball Pens
- for me, and rush one pen on approval. DR-1

NAME \_\_\_\_\_

COMPANY \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY & STATE \_\_\_\_\_



# O.K. for hitch-hiking—



## ...but N.G. for sorting checks

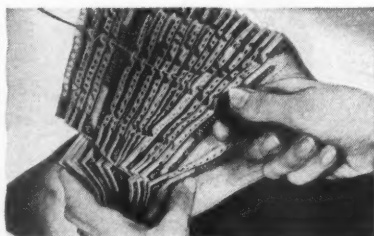
A sturdy thumb is a standard accessory for a ride-moocher, but makes an awkward tool for sorting checks. Thumbwetting, shuffling and riffling waste precious hours at check reconciliation time.

With Keysort, your accounting department arranges checks more accurately, in any sequence... and cuts sorting time as much as 85%!

**ALL** your present checks can be converted to Keysort without redesigning, without the installation of expensive or complicated sorting equipment, without interfering with present office procedures. Any office worker can learn Keysort operation in a half hour.

The cost? Negligible compared

with the resulting savings in time and money... increased efficiency and the elimination of bookkeeping bottlenecks. Keysort is a tool your accounting department just can't afford to be without! Ask the nearest McBee man for a demonstration.



**LIKED BY EMPLOYEES** because it turns check sorting from a long, boring chore into an easy, interesting, jig-time operation. Keysort is so flexible that two or more people may work on the same job at the same time.



## THE McBEE COMPANY

SOLE MANUFACTURERS OF KEYSORT

295 Madison Avenue, New York 17, N. Y.,... Offices in principal cities

the "normal consumer" last Autumn cost him less than 50 groschen per day—about 5 cents.

There is very little else for him to buy. At present production rates, he might have to wait five years for a *bezugschein* (ration certificate) entitling him to purchase a pair of shoes. Clothing, hose, and cloth are equally scarce. The shortage of all fuels is extremely acute; in Vienna, for example, gas is shut off 18 hours out of every 24. Drugs, except the very simplest, vitamins, and medical supplies, usually require a doctor's prescription. A maximum of 55 cigarettes per month can be bought legally. Passenger train tickets are sold only to business people, students, and those having a valid reason for travel.

Since rents are well controlled, it is probable that a wage earner with a family of three last Autumn could cover household expenses and the cost of the little he might legally buy with about 170 schillings a month. In the "typical" wage earner budget given below, expenditures over that amount represent seasonal buying of ration-free fruits and vegetables but, for the most part, extra-legal buying of food.

### Threat of Inflation

The previous discussion has dwelt in some detail on the disparity in the individual instance between income and goods available for purchase, because it is this disparity which is at the root of Austria's urgent economic problems. In more general terms, it is the contrast between the low level of produc-

### A MONTH'S BUDGET FOR AN AUSTRIAN FAMILY OF FOUR

(Expenditures of an Iron-Worker  
Earning 228 Schillings Per Month)

| ITEM                                 | SCHILLINGS   |
|--------------------------------------|--------------|
| Food .....                           | 126.25       |
| Rent and Upkeep .....                | 18.00        |
| Household Cleaning and Laundry ..... | 4.50         |
| Clothing and Linen .....             | 11.68        |
| Light and Heat .....                 | 20.26        |
| Household Furnishings .....          | 14.20        |
| Recreation and Education .....       | 4.70         |
| Transportation, Auto, Tram, ...      | 7.00         |
| Health and Physical Care .....       | 5.19         |
| Personal Requirements .....          | 7.54         |
| Tobacco, Cigarettes .....            | 6.60         |
| Alcoholic Beverages .....            | 1.98         |
|                                      | <hr/> 228.80 |

SOURCE: Secretary of Trades Unions in Province of Carinthia, Austria.



## THE STORY OF THE ATLANTIC REFINING COMPANY

*A Company Integrates from Oil Well to Consumer*

Ever since the first "crackpot" started trying to find oil by drilling artesian wells for it, Atlantic has been in the oil business. But after fourteen years the company was merged into Standard Oil, became independent again in 1911. By that time Atlantic was set up as a leading refiner but had neither crude oil to process nor organization to sell its products. Aggressive management decided to integrate . . . capital was needed. In the course of years the services of Smith, Barney & Co. have been repeatedly used to underwrite debentures and stock for this purpose.

### *To do the job*

Atlantic began to push its retail outlets and originated the first real filling station. By 1916 the company was drilling for crude oil. Today, as an index of integration—over half of the petroleum refined by the company is from its own wells. This production plus tankers, pipelines, refineries, and marketing facilities in some forty countries make up one of our largest integrated oil companies.

### *To serve you*

Last year Atlantic supplied \$229,000,000 in goods and services to people of the Americas, Europe, and Africa. A wartime idea made possible a gasoline better than prewar fuel. Atlantic by-products are being used—for synthetic rubber, cosmetics, penicillin . . . for a new wetting agent, ways to improve our standard of living.

In 1946 the fruits of good management included \$48,000,000 in salaries and wages for employees . . . nearly \$5,000,000 in dividends to 32,000 stockholders whose total investment averaged \$13,000 per employee. And, in times of rising costs, Atlantic had helped the industry keep its prices down.

### *Money in action*

A steady flow of capital has helped to transform this refining company into an integrated concern which brings oil products all the way from well to your car. And the progress has not stopped. Since 1940 alone Atlantic's capital expenditures have totalled over \$200,000,000 for improvements in producing, refining, transporting, and distributing.

The money for such expenditures has come principally from two sources: a very conservative dividend policy, the plowing back of earnings . . . and the underwriting of securities by Smith, Barney & Co.

### *To serve your company, too*

Where sound growth may be implemented by sound financial counsel . . . there the experience and advice of Smith, Barney & Co. have many times been of valuable service to American enterprise.

Our booklet, "What Smith, Barney & Co. Offers You," will tell you more about the many functions of our firm. A copy may be obtained by addressing this firm at 14 Wall Street, New York 5, N. Y., Department M.

# Smith, Barney & Co.

Members New York Stock Exchange

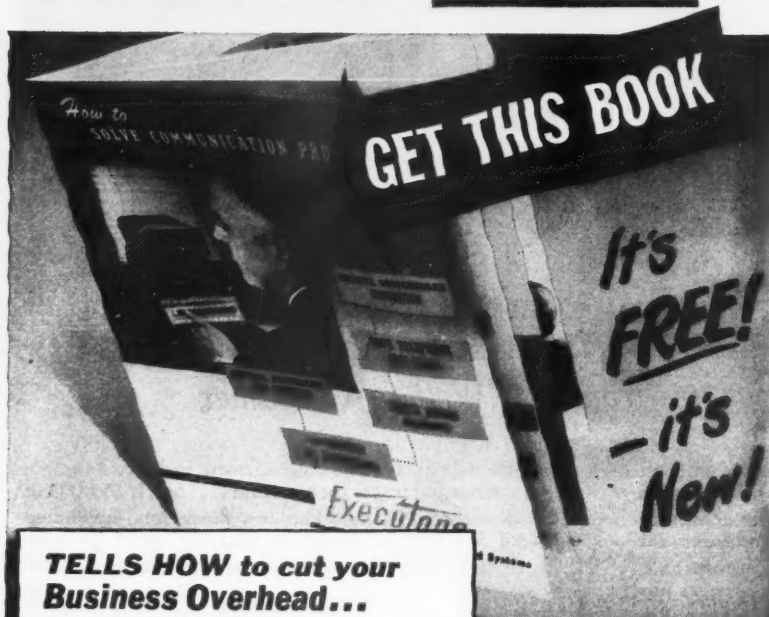
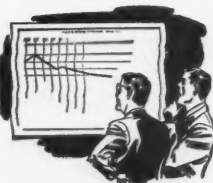
New York

Philadelphia

Chicago

ONE INVESTMENT FIRM THAT CAN MEET ALL INVESTMENT REQUIREMENTS

# Costs up? Profits down?



**TELLS HOW to cut your  
Business Overhead...  
reduce Non-Productive  
Time...control Labor Costs  
...get more work done!**

**ARE YOU DISTURBED** by the way your operating expenses have increased? Would you like to cut down on some of the dozen-and-one wastes that add up to non-productive time and eat into your profits?

Then get this brand new information-packed booklet, put out by the makers of EXECUTONE, entitled "How To Solve Communication Problems". It's FREE! Takes four minutes to read. And it may be the answer to your present business problem.

how these various leaks can be plugged... how switchboard congestion can be relieved... how time, money and manpower can be saved... by EXECUTONE, the modern electronic inter-com.

Send for this booklet today. Or, let us show you EXECUTONE right in your own office. Fill out the coupon and attach it to your letterhead.

## Executone

COMMUNICATION & SOUND SYSTEMS

**Mail Coupon TODAY!**

EXECUTONE, INC., Dept. J-2  
415 Lexington Ave., New York 17, N. Y.

Without obligation, please let me have—  
☐ New booklet, "How to Solve  
Communication Problems"

☐ A look at EXECUTONE in my office

Name .....

Firm .....

Address ..... City .....



tion and the swollen money supply that reveals the ever-present threat of disastrous inflation around the corner.

Austrians know that the success their country has in averting this threat may very well determine not only her economic position in the next years, but her political future. Her orientation now is, without question, toward the Western democracies<sup>2</sup>, but her position is a delicate one, both geographically and economically. She lives on the edge of the Communist-dominated region of Europe, and shakily, on the brink of economic collapse.

What are some of the larger obstacles that Austria faces in her efforts to close the inflationary gap? A quick glance at these will illustrate the magnitude of the problems to be met before a normal balance can be restored.

1. Currency in circulation was approximately 850 million schillings in 1937 and in March 1947, 5,000 million schillings. Against this, the Austrian National Bank holds gold and foreign exchange to the value of 1 per cent of the issue. The government recognizes the seriousness of the currency expansion but feels itself helpless to effect stabilization until relieved of the burden of occupation.

2. As of March 1947, half the note circulation, or 2,000 million schillings, represented issues for occupation costs. It was estimated that while these costs would be less in 1947 than previously, they would still amount to 720 million schillings, or 15 per cent of the national budget. Approximately 100,000 troops of four Powers still occupy Austria. From July 1, 1947, the American forces will cover their costs of occupation in dollars, which will not only relieve Austria of the schilling expense, but provide precious dollar credits. However, only a treaty can really eliminate this military burden on the economy.

3. Necessary imports in 1947 are estimated by the government at \$280 million of which, it hopes, about \$115 million can be covered by exports. Without external assets of her own to meet a prospective 1947 deficit in the balance of payments of at least \$150

(Continued on page 44)

<sup>2</sup> Austria's controlling political party, the Volkspartei, received popular support from the conservative peasants, landowners, and middle class. In the 1945 elections, the Communist Party polled less than 5 per cent of the national vote. One Communist holds a cabinet position, the Minister for Power, whom the Viennese refer to as the "Minister who would like Power."



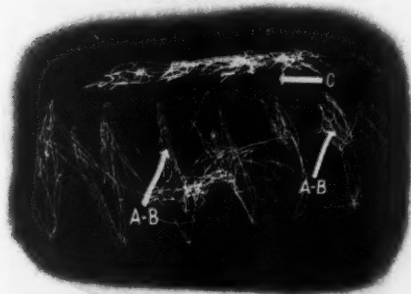
# Why the lady is all lit up ...



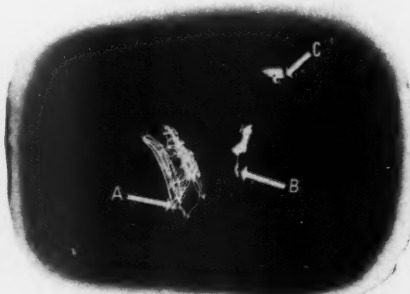
## Diebold Light-Line Studies Expose Costly Leaks in Record-Keeping Overhead

The light bulbs on her wrists and head trace the motions of her hands and body on photographic film as she refers to 10 accounts selected at random from a file of 5500.

The same study, the same names on ordinary visible card cabinets and the new Diebold Cardineer shows how the Cardineer reduces record-handling overhead up to 40%—by applying the time-saving, motion-saving, *production line* principle of "bringing the work to the worker."



**Fact-finding in slow motion.** To find the 10 accounts the operator gropes between seven different card cabinets required to house 5500 accounts the conventional way. Time-wasting, space-wasting, money-wasting.



**Same act, speeded up!** All 5500 accounts are within arm's reach in a single Diebold Cardineer. See how compact and effortless her motions are as she refers to the 10 accounts!

### Your Problem's Different?

Any record that can be kept on cards, can be filed, found, and posted easily and quickly on a Cardineer. You can see for yourself how readily the Cardineer will fit into your record handling routine—simply mail the coupon for interesting data on Cardineer applications. Or phone the nearest Diebold branch or dealer.

# Diebold

MICROFILM • ROTARY, VERTICAL AND VISIBLE  
FILING EQUIPMENT • SAFES, CHESTS AND VAULT  
DOORS • BANK VAULT EQUIPMENT • BURGLAR  
ALARMS • HOLLOW METAL DOORS AND TRIM

DIEBOLD, INCORPORATED  
1417 Fifth Street, Canton 2, Ohio  
Please send without cost, factual data on Cardineer "production line" efficiency in record handling.

Name .....  
Firm Name .....  
Address .....  
City and State .....

# We're Proud as Punch of Our New Office-home!



**Jean:** Our new desks and chairs are modern, mellow-looking wood. S-m-o-o-t-h!

**Jane:** It's about time! My old desk and chair must have been bought when J.B.'s grandfather founded the company.

**Jean:** Don't be a sourpuss. Aren't you pepped up over the way the office looks now?

**Jane:** Naturally. And it's comfortable. I'm proud to welcome visitors *now*.

**Jean:** I go for the feel of that rich wood grain. Makes the office seem homey in a business-like way.

**Marge:** Credit for *that* goes to Mr. Riggs of "Purchasing." He told J.B. "nix on dual standards"—with one kind of furniture for *us* and another for the *execs*.

**Jane:** Isn't wood more expensive though?



**Jean:** Not a bit, Janey. Riggs said "wood costs no more." And we get good use out of the furniture long after the company's written it off the books.

**Marge:** Modernization sure does things for a gal's morale.

**Jean:** You can say that again, Marge!

*We'll say it again: for beauty . . . for warmth . . . for economy . . . for better employee and customer relations, furnish your office with wood desks and chairs for everybody!*

*See your office equipment dealer!*



## Wood OFFICE FURNITURE Institute

*America's progressive manufacturers of commercial desks and chairs . . . cooperating in product research and product improvement . . . in the interest of greater office comfort, beauty and morale.*







## Boy fiddles while boss burns!

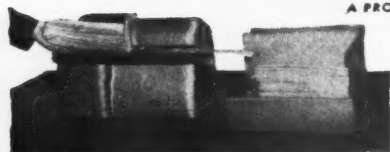
Two important letters were expected in the first mail—and the Boss wanted them fast! But at 9:25 Junior still stabbed envelopes, had most of the early mail unopened!

Does your office *wait* while mail is opened and distributed? Then you ought to have the Pitney-Bowes MailOpener! Electrically powered rotary knives of tough, long wearing alloy steel clip clean the

envelope edge without cutting contents...feeds, opens and stacks hundreds of envelopes per minute... handles envelopes of varying size or thickness...efficient, quiet, smartly designed, the MailOpener helps get mail distributed quickly, saves time, is a real office economy.

Ask the nearest Pitney-Bowes office for a demonstration, or write for an illustrated folder!

**MAIL OPENER**  
A PRODUCT OF PITNEY-BOWES, Inc.



PITNEY-BOWES, Inc.  
1515 Walnut St., Stamford, Conn.  
Makers of the postage meter. Offices  
in 63 cities in the U. S. and Canada

## Keys to the Foreign Market

### LATIN AMERICA SALES INDEX, Vol. IX

A comprehensive listing of 29 markets, including the West Indies, Puerto Rico and the Virgin Islands, all of Central America, Mexico, and South America, containing 150,431 names, with full line of business and financial ratings.

### TRADE INDEX OF U. S. MANUFACTURERS, Vol. I

Published in three editions, English, Spanish, and Brazilian, and distributed in Latin America. The TRADE INDEX lists more than 10,000 products of 3,007 United States manufacturers.

### INTERNATIONAL MARKETS

A Bulletin issued bi-monthly which lists hundreds of inquiries from overseas companies interested in buying from, selling to, or obtaining agency connections with United States manufacturers, exporters, and importers.

### APPROACH TO LATIN AMERICA MARKET

Free Booklet containing marketing data on 29 Latin America countries.

For further information on any of these services, write to

Foreign Sales and Research Department

**DUN & BRADSTREET, INC.**

290 Broadway

New York 8, N. Y.

million, Austria depends completely on foreign credits for her economic salvation. How much of this deficit will be covered by Austria's share in the \$350 million foreign relief program of the United States is not yet known.

4. Of the restrictions on expansion of output, the labor shortage is one of the most basic. There is not only a shortage in numbers, affecting particularly the skilled trades, but a low level of productivity which derives from several factors. The poor diet reduces energy and lowers both efficiency and initiative. The search for food on the black market encourages absenteeism<sup>2</sup>. Improved labor productivity, therefore, depends to a great extent on factors that will awaken in the population a will to work and hope for the future.

5. Shortages of raw materials are so pervasive that it is impossible even to outline them all here. Coal, as in most of Europe, is the number one industrial need. During last Winter the shortage of coal and power forced production as low as 15 per cent of pre-war. Since Austria's major suppliers have been Eastern-bloc nations (Poland and Czechoslovakia accounting before the war for 72 per cent of her coal imports), this need points up the secondary economic problems that would arise from a political bisecting of Europe. For the present, however, adequate coal supplies seem assured for the rest of 1947, through a United States grant of \$13,500,000 announced in July.

6. War destruction and the depredations of the Military have inflicted grave damage on Austrian industry. It has been estimated that the Russians alone have removed equipment to a total value of 600 million schillings. The future of 169 industrial plants, which the Russian army requisitioned as German assets, is still uncertain. As a restriction on production, the loss of capacity ranks second to the shortage of raw materials, since it is this latter that has prevented a full utilization of existing capacity. Nevertheless, capacity losses cannot be underestimated. Not only do they slow the expansion of output but also the recovery of a normal industrial balance, both of which in turn determine the increase in exports

<sup>2</sup> In one of Vienna vaudeville's popular gags these days, the first comedian asks "Are you working?" The second replies, "How can I afford to work? I have a family to feed."

which is so essential to the economy.

7. In agriculture, there is a drop in acreage and also a decline in yields compared with pre-war. At that time, Austria produced 70 to 80 per cent of the food she consumed (at a diet of 2,800 to 3,000 calories) and was an exporter of sugar and dairy products. Now her food problem is so acute that UNRRA found it necessary to devote 90 per cent of its \$137 million program for Austria to food essentials, thereby greatly limiting the assistance it could give toward rebuilding and rehabilitation. Fertilizers are urgently needed to restore yields, as are equipment and seeds. Much of this will have to come from imports. Beyond that, there is an obvious need for a more vigorous food collection system by the government. An administration owing its voting strength to peasants and farmers is naturally somewhat inhibited in forceful prosecution of these groups. Unquestionably, more effective domestic controls are essential to secure maximum production in legal channels.

Giving only a hint of the manifold economic problems, this summary may nevertheless suggest the kind of vicious circle in which reconstruction has bogged down. Destitution feeds on itself. The shortage of labor arises in part from the shortage of food and of goods to buy and in turn creates those shortages. Peasants have less encouragement to produce because money will not buy them supplies on the commercial market. Because of coal scarcities, production schedules cannot be met to fill barter agreements with other countries that would bring in more coal.

What can break this economic deadlock? It is certain that impoverished Austria cannot do it alone. A nation that has too little of everything in the present must have hope in the future to survive. A people completely preoccupied with the struggle for bare necessities of living measures this hope not in words and ideals, but in simple essentials, in bars of soap, grams of bread, and tons of coal. Austria waits for her future to be written in the assistance programs for Europe growing out of UN commissions and the Marshall Plan. Her geographic position in the center of Europe is significant. Politically as well as economically, Austria stands at the crossroads.



## STOP GUESS-WEIGHTS

*in Cost Control*

Scales today are *highly specialized* control instruments. They weigh, count, batch, measure, test—solving the basic control problems throughout industry

Toledo Scales help to maintain product-quality, control costs and speed up production. They are accurate, rapid and reliable. Toledo Scale Company, Toledo 12, Ohio.

# TOLEDO

## HEADQUARTERS FOR SCALES



**inventory  
overweight?**



**cash  
underweight?**

When this situation occurs, it's time for an inventory loan from your bank or other lending agency.

Write today for the Douglas-Guardian booklet explaining how to borrow \$10,000 or more on merchandise *right where it stands*. We don't make the loans ourselves. We issue warehouse receipts on your inventory so that it becomes sound collateral for a bank loan.

### DOUGLAS-GUARDIAN WAREHOUSE CORPORATION

50 Broad Street  
New York 4, N.Y.

I'm interested in a bank loan on inventory. Please send me a copy of **PROFITS ON YOUR PREMISES**.

Name

Address

DR-9-47

## THE IMF

(Continued from page 16)

vious period. Implicit usually in the statement of a percentage of under-valuation or over-valuation is the assumption that in the selected base period the exchange rate or currency parity (in terms of gold) was the "correct" one.

Since most of the last 20 years are characterized by rapid change and general disequilibrium, the selection of a base period as a year of world equilibrium becomes important—and a matter about which differences of opinion can and do exist. Add to that the fact that the greater the lapse of time between the base period and the month under consideration the less reliable are all comparisons.

The unreliability increases, naturally, when a world war has intervened between the base period and the year in question. And, to cap the climax, add also the fact that in the case of a number of currencies more than one exchange rate prevails and that there exist many types of frequently altered restrictions and subsidies to foreign trade. When all these considerations are taken into account, it becomes obvious how completely inadequate the purchasing-power-parity formula is.

### Appraising Rate Factors

This is not to say that complex quantitative measurements—properly selected, weighted, and used—do not throw some light on the problem. Of course, they do. And they are of use in the appraisal of an exchange rate, particularly where the discrepancies indicated by the measurements are very large. The more stable the economic conditions, the more weight can be given such measurements. But at a time like this much less importance can be attached to them and much more to a multiplicity of other factors.

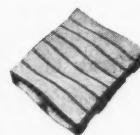
Weight must be given at all times to factors other than price and exchange movements as well. These include: (1) The level of gold and foreign exchange reserves of the country in question, and the recent behavior and present prospects of those reserves; (2) the level and trend of the country's exports and imports; (3) its balance of pay-

## IPCO HARDWOOD PALLET

### LAST LONGER!

Sturdily constructed pallets for Fork and Hand Truck use. Also Stevedore pallets for handling cargo. Withstand most rigorous service.

Write for our new illustrated brochure . . . tells how to cut handling costs.



INDUSTRIAL PALLET CO., Inc.  
1616-A Woolworth Building, N. Y. 7,  
BA 7-8446-7  
PALLET EXCLUSIVELY SINCE 1941



- On or off in a second.
- Can be used over and over again.
- Longer life and stronger than elastic bands.

## Columbian STRING TIES



Write for free samples  
UNITED STATES  
ENVELOPE CO.  
Springfield 2,  
Massachusetts

## BOXES

20,000,000 Available—BARGAIN

3 Piece Lambert style, B Flute (Sleeve type) corrugated carton 1 7/8" square by 4 1/2" deep. Cloth taped. Thumbhold one end. 200 pound test. Ideal package for small bottles or parts. Free samples available.

REIMER DENREE COMPANY  
Box 265, Kansas City 17, Kansas

## 31,791 MANUFACTURERS

DUN'S REVIEW REACHES THE  
PRESIDENTS AND TOP EXECUTIVES OF 31,791 MANUFACTURERS.

## HANSEN TACKERS

WITH



BALANCED Drive pays off! A special Hansen feature, it insures faster, more accurate tacking with less effort. Labels shipments, speeds assembly. Portable anywhere. Drives fast as you grip.

Hansen Balanced-Drive Tackers and Staplers are made in 36 models for driving staples in 80 different widths and lengths. Now, with the "B.D." design, they work with increased efficiency.

A. L. HANSEN MFG CO.  
1015 W. WASHINGTON AVE. CHICAGO 40, ILL.



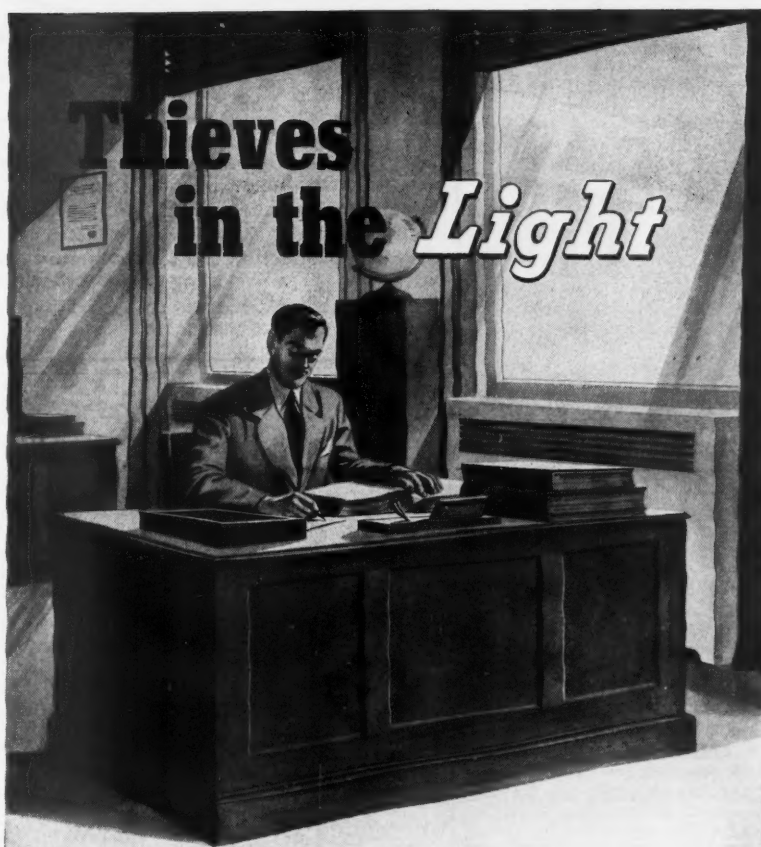
ments prospects; (4) its credit standing and plans and chances for foreign borrowing or lending; (5) its recent monetary history; (6) the domestic and international political situation; (7) the condition and prospects for world trade and imminent business prospects; (8) the degree of public confidence in present exchange rates; (9) the effectiveness of its exchange controls and the size of its black market. All these considerations play an important rôle in determining the appropriate rate of exchange for a country at all times; in times like these, they must be given greater weight than ever.

### Setting Currency Parities

Special considerations, over and above appraisal of the factors enumerated above, influenced the Fund in its decisions. First, and most important, was the fact that the Fund was being called upon to accept or contest an existing parity desired by the country and on the whole working well under the then existing conditions. It was considering not simply how much a parity should be changed, but rather if it should be changed at all, and if so, how much. The Board, therefore, had to give consideration to the fact that there are certain advantages in maintaining any existing rate and that these advantages are lost whether the change made is small or large, or up or down.

Second among the special considerations was the fact that an "appropriate" currency parity—or "equilibrium rate," or "correct rate," or "real value," or "just value" (for it is loosely referred to by many names)—cannot be said to exist only at one precise point. Those who are familiar with the intricacies, ramifications, and assumptions of the concept of an "equilibrium" rate will agree rather surely that in times like these certainly, and probably even under more stable conditions, there is no such thing ascertainable as one precise "equilibrium" rate. They will agree that there is a range within which a number of equilibrium rates might be said to exist. They will also understand that in times of rapidly changing economic conditions and shifting international economic and political relationships, the area of potential equilibrium rates is in practice much

*(Continued on page 50)*



**T**IME was when most thieving was done in the darkness of the night, when detection was least likely. But today employers find that the largest losses—those due to employee dishonesty and forgery—occur in broad daylight. Modern embezzlers and forgers operate at any time. They are thieves in the light.

Today's embezzlements often reveal a greater need than ever before for employers to have proper Dishonesty and Forgery protection—the kind offered by our Companies through agents and brokers all over the country.

For employers with few or none of their employees now bonded, our DISCOVERY BOND provides a unique and valuable protection. It covers shortages caused by employees bonded under it—right back to the dates when they were originally employed.

*Why risk a large loss? Consult our agent or your own insurance broker today.*



**AMERICAN SURETY COMPANY  
NEW YORK CASUALTY COMPANY**

**Affiliate: SURETY FIRE INSURANCE COMPANY**

*"Dependable as America"*

**100 Broadway, New York 5, N. Y.**

**CANADA CALLING U.S.A.**

The following Canadian firms seek direct contacts in the U.S.A. They can: • Manufacture your products in Canada . . . • Exchange manufacturing rights . . . • Purchase parts to complete production . . . • Import and distribute your goods . . . • Act as factory representatives . . . • Sell Canadian products to U. S. buyers . . . or . . . • Render professional services.

NOTE: Inquiries as to rates for listings on this page should be addressed to Charles E. Darby, Canadian Advertising Representative, Dun's Review, 159 Bay St., Toronto, Ontario, Canada; or any office of Dun & Brodstreet of Canada, Ltd. P. O. Box Numbers indicated by (B xxx).

### Automotive, Aircraft, Transportation Equipment

CHASSIS AUTOMOTIVE PRODUCTS, MONTREAL 3. Spring shackles and steering linkage component parts. Distributing all of Canada  
C. A. MUNRO LTD. SAINT JOHN, N. B. Manufacturers agents and distributors. Covering automotive and allied trades in the Maritime Provinces.

### China, Glassware, Jewelry, Plastics

THE CHINA SHOP OF LONDON, LONDON, ONTARIO. Retail china. One of Canada's largest importers of china, crystal, etc., since 1902.  
FRANK HACKING (CANADA) LTD. TORONTO 1. Covering coast to coast. Will act as factory representative or exclusive distributor.

### Custom House Brokers and Forwarders

BLAICKLOCK BROS. LIMITED, 307 Common St., MONTREAL. Established 1876. Customs-brokers, warehousemen and forwarding agents.  
DAVIDSON & WRIGHT, VANCOUVER, B. C. Drawback and refund claim specialists. All export and import forms supplied on request.  
SEABOARD BROKERS, HALIFAX, NOVA SCOTIA. Customs brokers. Specializing in forwarding imports, exports and in-transit shipments.  
THOMPSON AHERN & CO., 40 Yonge St., TORONTO, ONT. Custom house brokers and forwarders. Suppliers of import and export invoice forms.

### Food Brokers, Importers and Manufacturers Agents

**MANITOBA**  
W. H. ESCOTT CO. LIMITED, WINNIPEG, CANADA. Merchandise brokers. Grocery, hardware, drugs, etc. Cover all Canada.  
W. L. MACKENZIE & CO. LIMITED WINNIPEG, MAN. Branches Sask., Alta., B. C. Selling whol. tobacco, confectionery, grocery & paper trade.  
FRANK H. WILEY LTD. WINNIPEG, MAN. Importers and distributors of wholesale grocery, drug, hardware and bakery lines for Western Canada.  
**NEW BRUNSWICK**  
ANGEVINE & McLAUCHLIN LTD. SAINT JOHN, N. B., HALIFAX, N. S. Full coverage Maritime Provinces, food products and other kindred lines.  
JACK FROST SALES LTD. (B. 10) SAINT JOHN, N. B. Grocery brokers and mfrs. agents. Importers. Distribution N. B. and P. E. I.  
J. A. TILTON LTD. SAINT JOHN, N. B. Inquiries solicited for exclusive sales agency in food products, hardware, etc. N. B. and P. E. I.  
J. HUNTER WHITE LIMITED, SAINT JOHN, N. B. Complete coverage of the fruit and grocery wholesale trade in New Brunswick.

### NOVA SCOTIA

CREIGHTON'S LTD. HALIFAX, N. S. Offer aggressive sales representation throughout Nova Scotia for foods and allied products.  
MOSHER BROKERAGE CO. LTD. HALIFAX, SYDNEY, N. S. Wholesale brokers, mfrs. agts. Complete Provincial coverage. Wholesale & retail.  
PYKE BROS. LTD. HALIFAX. Branch Sydney, Nova Scotia. Complete sales coverage wholesale and retail grocery trade in Nova Scotia.  
VINCENT BROKERAGE CO. HALIFAX, N. S. Br. Saint John and Moncton, N. B. Active sales coverage, food and allied lines. Maritime Provinces.

### ONTARIO

THE LIND BROKERAGE CO. LTD., TORONTO 1. Complete sales coverage, wholesale, retail, chain. Agents principal cities across Canada.

### QUEBEC

A. FRS. TURCOTTE REC'D., QUEBEC CITY, CAN. Specializing in food distribution throughout eastern Quebec.  
WATT & SCOTT (Montreal) LTD., MONTREAL P. Q. Importers and distributors of food products throughout eastern Canada.

### General Merchandise Distribution

PARR & CO., H. J. (B 694), LONDON. Whol. dist. genl. hdwe., household appl., plumb. fixtures, oil hgt. and elec., gas and liquid gas ranges.  
TAF DISTRIBUTING INCORPORATED, 455 Craig St. W., MONTREAL. Specializing in general merchandise distribution throughout Canada. Appliances, furniture, hardware, smallwares, textiles, etc.

### Hardware, Sporting Goods, Radio, Electrical and Household Appliances

A. M. BELL & CO. LTD. HALIFAX, NOVA SCOTIA. Builders' and household hardware, cutlery, sporting goods, mechanics' tools, wholesale only.  
T. P. CALKIN LTD., KENTVILLE, NOVA SCOTIA. Wholesale jobbers hardware, sporting goods, plumbing, heating supplies and specialties.  
CONTINENTAL DISTRIBUTING CO. LTD., 407 McGill St., MONTREAL 1, CANADA. Importers of cutlery, kitchenware, household hardware and fishing tackle.  
ECONOMY DISTRIBUTORS & IMP. LTD., REGINA, SASK. Wholesale hardware and specialties. Need line stoves and furnaces, also major electrical appliances. Clean and effective distribution assured.  
ELECTRICAL WHOLESALERS LTD. CALGARY. Desire radio, major appliances, commercial refrigeration. Exclusive Alberta distribution.  
HICKMAN TYE HARDWARE CO. LTD., VICTORIA, B. C. Complete B. C. coverage. Whol., hardware & electrical goods. Br. Whse., Vancouver.  
KYDD BROS. LTD., 120 W. Hastings St., VANCOUVER. Need builders' hardware, cutlery, mechanics' and power tools, major electrical and household appliances, sheet metal, plumbing and heating supplies.  
METALS LTD., CALGARY, EDMONTON, ALTA. and VANCOUVER, B. C. Wholesale hardware, plumbing, heating, radio and major elec. appliances. Complete coverage Alberta and B. C. Clean effective distribution.  
FRED C. MYERS LTD., VANCOUVER, B. C. Wholesale hardware, electrical appliances. Ten travellers. Full coverage British Columbia.  
DAVID PHILIP AGENCIES LTD., WINNIPEG. Mfrs. agents. Connections established 1905. Selling jobbers and manufacturers. Seek new lines in general hardware, sporting goods, and auto accessories.  
RONBE EXPORTING CO. WINNIPEG. Desire Canadian representation cutlery, tools, hardware, glassware, sporting goods, etc.  
SHEFFIELD BRONZE POWDER CO. LTD., TORONTO. Household paint and hardware specialties. Complete Canadian detail distribution.  
W. H. THORNE & CO., SAINT JOHN, NEW BRUNSWICK. Wholesale jobbers hardware, tools, sporting goods, silverware, cutlery, kitchenware.  
THORNHILL, PATERSON & CO. LTD., 433 St. Helen St., Montreal. Manufacturers' representatives, importers and distributors hardware, small tools, cutlery, household goods and wheel goods.  
WINDSOR TRADING CO., MONTREAL. Importers and distributors of tools, cutlery, hardware to wholesalers and retailers. Prefer exclusive.  
WOODS WESTERN LTD. CALGARY. Business established 15 years. Interested in any line sold to general trade, chiefly hard lines.

### Industrial Chemicals, Oils, Waxes

CHEMICALS LIMITED, 384 St. Paul, W., MONTREAL. Importers and distributors: industrial chemicals, raw materials for industry throughout SHANAHANS, LTD., VANCOUVER. Also Calgary and Winnipeg. Western Canada distributors, industrial chemicals and raw materials. Canada. Interested in representations and offers.  
CHARLES ALBERT SMITH LIMITED, 123 Liberty St., TORONTO. Representing manufacturers for selling in Canada bulk chemicals, chemical specialties to industry and pharmaceutical manufacturers.

### Leathers, Shoe Findings, Work Clothing

C. PARSONS & SON LTD., LEATHERS, TORONTO. Want agencies vicl kid, suedes, calfskins, shoe findings, repair machinery and equipment.

### Lumber, Building Materials, Plumbing and Heating, Paints

BELL & MORRIS, LTD., CALGARY, Alberta. Plumbing and heating materials, building supplies, windmills and pumps.

### Machinery, Metal Products, Farm Equipment

AETNA DISTRIBUTORS LTD. WINNIPEG. Farm and home supplies. Want new lines for sale in Western Canada. Active sales organization.  
ALLANSON ARMATURE MFG., CO., LTD., TORONTO. Manufacturing specialty transformers (France patents) and automotive armatures, would welcome opportunity of discussing manufacture of electrical products where small coil winding involved. Need magnet wire.



(CONTINUED FROM PRECEDING PAGE)

**BAWDEN MACHINE CO LIMITED, TORONTO.** Will manufacture and/or sell general machinery and pumping equipment. Large foundry and manufacturing facilities. Will exchange manufacturing rights.

**COUTTS MACHINERY COMPANY LIMITED, EDMONTON, Alberta.** Requires source of supply for iron and steel products, components etc. Act as distributor for farm and industrial machinery. Best facilities.

**CROSSMAN MACHINERY CO. LTD., VANCOUVER.** Distributors of transmission, construction and mechanical equip. B. C. and Alta. coverage.

**IDEAL IRON WORKS LTD., 369 Alexander St., VANCOUVER, B. C.** Will manufacture or distribute your products. Marine and industrial.

**NATIONAL MACHINERY CO. LTD., VANCOUVER, B. C.** Require road woodworking, sawmill, contractors machinery, pulleys, pumps.

**WM. STAIRS, SON & MORROW, LTD., HALIFAX, N. S.** Est 1810. Seeks representation for specialized machinery as used by machine shops, industries, mechanics, contractors, etc. Having showrooms and warehouses in principal Maritime centers, trained sales engineers and modern service facilities, we can assure complete coverage and customer satisfaction.

**VANCOUVER IRON WORKS LTD, VANCOUVER, B. C.** Mfrs. of boilers, pressure vessels, steel pipe, welded plate work, general engineering. Desire to obtain manufacturing rights on any of above lines.

**WESTMINSTER IRON WORKS CO. LTD., NEW WESTMINSTER, B. C.** Mfr. or exchge. Mfg rts. gen. mach., cut off saws, weldments, fab equip.

**WILLARD EQUIPMENT, 860 Beach Ave., VANCOUVER, B. C.** Machinery dealers, building supplies, importers, exporters. (Etab 1919.)

## Manufacturers Agents (General)

**BARNEY ADLER & SONS, INC., 1260 University St., MONTREAL.** Have established Canada-wide connections jewelry and giftware trades. Seek, from manufacturers only, exclusive representation in silverware, pewterware, fancy china, plastics. Original designs.

**DODDS, STEWART & CO., Holden Bldg., VANCOUVER.** Mfrs. Agents. Established connections jobbers, department stores, retailers. Seek lines toys, sporting goods, hardware, general merchandise.

**DURO-LITE PRODUCTS OF CANADA LIMITED, CALGARY, Alberta.** Seek Canada-wide distribution, electrical, automotive and hardware lines.

**THE FERON COMPANY, HALIFAX, N. S.** We offer new Navy 1/4" Steel buoys suitable storage, 200 gal. \$28.00 FOB Shelburne, N. S.

**H. HACKING CO. LTD., VANCOUVER.** Nation wide distribution. Seek kitchenware, pottery, mechanics' tools agencies. Ten branches.

**W. A. McLAREN EXPORT CORP. LTD, VANCOUVER.** Desire Agencies for building materials, builders' hardware, insulation products, also electrical fixtures, appliances, plumbing, heating items.

**GEO. L. McNICOL CO. LTD., 325 Howe St., VANCOUVER.** Corkboard for low-temperature insulation, direct from source of supply to buyer.

**MacKELVIES LIMITED, WINNIPEG.** Seek agencies grocery, drug, light hardware, novelty, toy lines. Covering Western Canada.

**HAROLD F. RITCHIE & CO. LTD., TORONTO.** 45 salesmen cover drug & grocery trade all Canada. Services, storage, billing, collecting.

**ROBINSON & WEBBER LTD., WINNIPEG, MAN.** Manufacturers Agents, calling on jobbers and department stores. Hardware, cutlery and glassware.

**W. CLAIRE SHAW CO., 407 McGill St., MONTREAL.** Seek direct agencies from mfrs, hdwe., auto and household tools. Commission basis only.

## Novelties, Leather Goods, Advertising

**J. C. S. VARCOE, 45 Yonge St., TORONTO.** Can provide Canada-wide distribution, advertising novelties of all kinds; gifts, premiums for every occasion. Sales promotion by means of merchandise.

## Paper, Paper Products

**MacGREGOR PAPER & BAG CO. INC., MONTREAL.** Interested in distribution of paper products, Quebec and Maritime Provinces.

## PROFESSIONAL SERVICES Accountants (Chartered)

### MARITIME PROVINCES

**LEE & MARTIN.** Chartered Accountants. Maritime Telephone Bldg., HALIFAX, N. S. & 43 Alma St., Moncton, New Brunswick.

**NIGHTINGALE, HAYMAN & COMPANY.** Chartered Accountants. Board of Trade Building, HALIFAX, Nova Scotia, also Sydney and Yarmouth, N. S.

### ONTARIO

**CLARKSON, GORDON & CO.,** Chartered Accountants, 15 Wellington Street, West, Toronto 1, Montreal, Hamilton, Winnipeg & Vancouver.

**WILTON C. EDDIS & SONS,** Chartered Accountants, (Established 1895), 85 Richmond Street West, TORONTO 1, Ontario.

**EDWARDS, MORGAN AND COMPANY,** 10 Adelaide St., TORONTO. Offices also at Montreal, Winnipeg, Vancouver, Timmins and Calgary.

**ROBERTSON, ROBINSON, McCANNELL & DICK,** Chartered Accountants, Sterling Tower Bldg., TORONTO, Tyshler Bldg. Chatham, Ont.,

**THORNE, MULHOLLAND, HOWSON, & McPHERSON,** TORONTO. Kitchener & Galt, Ontario. Rep. throughout Canada & United States.

**WILLIAMSON, SHIACH, SALES, GIBSON & MIDDLETON,** Chartered Accountants, 66 King St., West, TORONTO 1, ONTARIO. Ad. 7385.

### QUEBEC

**ANDERSON & VALIQUETTE,** Chartered Accountants, 84 Notre Dame St. W., MONTREAL 1, Quebec. Telephone Plateau 9709.

**MAHEU, NOEL & CO.,** Chartered Accountants, 10 St. James St. West, MONTREAL, Ma. 7754. Branches at Sherbrooke and Granby, Que.

**P. S. ROSS & SONS,** Chartered Accountants, MONTREAL 1, QUE., Toronto, Winnipeg, Calgary, Vancouver and Saint John, N. B.

### WESTERN CANADA

**GRIFFITHS & GRIFFITHS,** Chartered Accountants. The Royal Bank Building, VANCOUVER, B. C. Phones Tatlow 1161 and 1162.

**ISMAY, BOISTON, DUNN & CO. VICTORIA, B. C.** Chartered Accountants. 305-7 Pemberton Building. Telephone Garden 3732.

**MILLAR, MACDONALD & CO.** Chartered Accountants, 395 Main Street, WINNIPEG, MAN. 304 Bay St. Toronto and in Owen Sound, Ontario.

**RONALD, GRIGGS & CO.** Chartered Accountants.

**Trust & Loan Building, Winnipeg, Manitoba**  
**Grain Building, Saskatoon, Saskatchewan**

**ROOKE, THOMAS & CO.** Chartered accountants. Leader Building, REGINA, Saskatchewan. Phone 5082.

## Appraisers

**THE INDUSTRIAL VALUATION CO., LTD., MONTREAL.** An authority on Physical Values. Industries, Public Utilities, Etc. Inquiries invited.

## Architects

**GREEN-BLANKSTEIN-RUSSELL.** Architects, Engineers, Time Building, WINNIPEG, Manitoba. Telephone 92288.

## Legal

**DILTS, BAKER, LAIDLAW & SHEPARD,** Barristers, solicitors, etc. Huron & Erie Bldg. WINNIPEG, Manitoba. Telephone 93-416.

**COWLING, MacTAVISH, WATT, OSBORNE & HENDERSON,** Barristers and Solicitors. 56 Sparks St., OTTAWA, Ontario, Canada. Tel. 2-1781.

**FASKEN, ROBERTSON, AITCHISON, PICKUP & CALVIN,** Barristers, Solicitors, Notaries, Excelsior Life Building, Toronto 1, Tel. El. 2476.

**LACOSTE & LACOSTE,** Lawyers, Barristers, Solicitors, Etc., 221 St. James St. West, Provincial Bank Bldg., MONTREAL, Que. La. 7277.

**McMASTER, MONTGOMERY & CO.,** Barristers, Solicitors, Notaries Public. 902 Temple Building, Toronto 1, Ontario.

**MONTGOMERY, McMICHAEL, COMMON, HOWARD, FORSYTH & KER,** Barristers and Solicitors, Royal Bank Building, Montreal 1, Quebec.

**PEAT, McBRIDE, HICKEY & GREEN,** Barristers and Solicitors, Canadian Bank of Commerce Bldg., HAMILTON, Ontario. Phone 7-3677.

## Stationery, Books, Office Supplies

**COLUMBIA PAPER CO. LTD., VANCOUVER, B. C.** Want stationery, office and school supplies for wholesale distribution, Western Canada.

**THE WILLSON STATY CO. LTD. WINNIPEG and VANCOUVER.** Retail, wholesale and manufacturing facilities covering all Western Canada.

## Textiles, House Furnishings, Apparel

**Aggressive Sales Organization** covering all Western Canada, Branches Calgary and Vancouver. Employing twelve salesmen, requires textile products, wearing apparel and accessories for men, women and children.

**STYLE AGENCIES, WINNIPEG, Manitoba.**

**BUCKWOLD'S LTD. SASKATOON, CANADA.** Importers, distributors, textiles, work clothing, ladies', men's, children wear, floor coverings.

## MISCELLANEOUS

### Bakers', Confectioners', Ice Cream Supplies

**BRITISH CANADIAN IMPTRS. LTD., 119 West Pender, VANCOUVER, B. C.** Distributors. Serving Western Canada. Wish exclusive lines.

**FRANK H. WILEY & SON, VANCOUVER, B. C.** (Est. 1905.) Exclusive importer equipment and raw material. British Columbia distribution.

### Internal Combustion Motors

**AUGUST ZILZ AGENCIES, REGINA, SASK.** Manufacturers' representatives and wholesale distributors of repute and long standing; want gas or diesel engine line for Trans-Canada distribution.

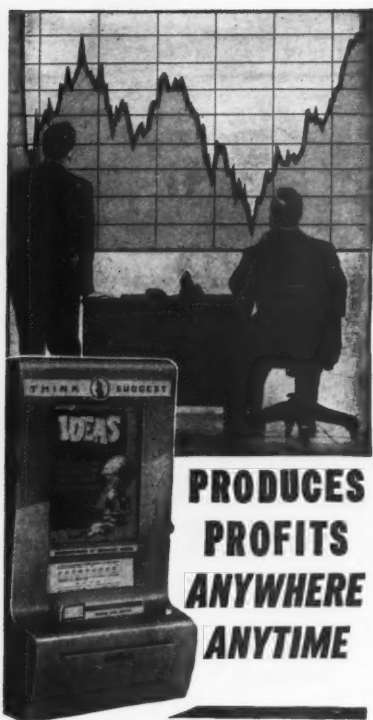
### Smallwares, Lamps, House Furnishings

**GENERAL SALES CORP., LONDON.** Ontario dist. household electrical appliances, specialty hardware and wheel goods. Warehousing facilities.

### Specialty Metals, Plastics

**PECKOYER'S LTD., TORONTO.** Warehouses across Canada. Interested in agencies plastics, stainless accessories, specialty metals.





In boom times and in depressions—in peace and under wartime conditions—in banks, hotels, manufacturing plants, retail stores—for over 18 years the Morton Suggestion System has consistently made money for its users, by turning employee ideas into company profits.

In this reconversion period, the thinking of the workers on the job can be especially valuable. The way to make maximum use of that thinking is by the proved, planned-by-experts Morton method. The Morton Suggestion System gives you a complete program that stimulates and sustains constructive employee thinking—can mean savings in the thousands of dollars.

It costs you nothing to get complete information on this practical business aid. Write us *today*, telling us how many employees you have.



5129 West Lake St.

Chicago 44, Ill.

broader than it will be when economic relationships have jelled.

Under present conditions, and for most currencies, to insist on a change in parity of only a few per cent on the grounds that the existing rate is "out of line" by that amount would be to border on the ridiculous. (Indeed, depending on how an equilibrium rate is defined, actually several ranges containing equilibrium points are possible, but to discuss that would take us too deeply into the subject.)

Thirdly, there existed, and still exists, what is usually referred to as a world seller's market. This is a condition in which moderate changes in price do not count for much in increasing or decreasing the volume or the pattern of trade; the chief factor limiting exports in a seller's market is the ability to produce and ship goods—not price competition. Therefore, changes in currency parities become a relatively unimportant consideration when there is a question of trying to increase foreign exchange revenue.

### Devaluation

Now, it is quite true that as the world gradually shifts from a seller's to a buyer's market, as price begins to be a more important consideration in the struggle for markets, and as inflation is checked and prices level off (or decline and unemployment grows), some of the disadvantages of devaluation become less important and even disappear while the advantages are apt to become greater and even in some cases may outweigh the disadvantages. Yet there is nothing to be gained by anticipating such a situation, and there is something to be lost.

No one can be certain what developments will take place. To postpone devaluation may make it unnecessary to devalue at all. Furthermore, premature devaluation sets in motion forces which operate to prevent the trade benefits normally expected from devaluation and, as a result, pressure for a second devaluation develops at the very time it was expected that the first devaluation would become effective.

This is so because, owing to the devaluation, domestic prices in the interim will have been subjected to additional upward pressures at home. Then too, confidence in the currency will have re-

### SALES PROMOTION CAMPAIGNS AND MERCHANDISING PLANS

Letters and printed sales promotion material of all types planned, designed and written . . . . . job basis or annual retainer. 6 psychological masterpieces . . . six dynamic sales letters dramatizing every advantage of your product or service . . . . . created for special "get-acquainted" fee of \$250. Top results produced over 25 years for manufacturers, publishers, and advertising agencies.

ROBT. E. JACKSON, SALES BUILDER

6318 No Whipple St., Chicago 45, Ill.



**FREE!** Learn how thousands of merchants and business men are boosting sales in spite of product shortages with 1c messages—printed in a few minutes on gov't postcards—with amazing new, patented CARDMASTER. Your "today's" ideas for specials, read by prospects next morning. Not a toy, but a sturdy, advertising machine, built to last many years. Low price, sold direct. Guaranteed, five years.

**SEND NAME** We'll send free illustrated book of money-making ideas for your business and complete, unique advertising plans. Rush your name today.

**CARDMASTER COMPANY**  
4546 Ravenswood Dept. 129 Chicago 40, Ill.

### MONTHLY REVIEW...



Our Monthly Review will give you an authoritative report on various aspects of business and financial conditions in Canada. If you would like to receive copies regularly we shall be glad to add your name to our mailing list.

### THE BANK OF NOVA SCOTIA

49 Wall Street, New York  
G. F. Hinchcliffe, Agent

Over 265 branches across Canada; and in Newfoundland, Jamaica, Cuba, Puerto Rico, Dominican Republic, London, England.

General Office Toronto, Can.

## A HABIT TO JOE...

### "NEW IDEA" TO HIS NEPHEW



### ...YET BOTH WANT THE SECURITY your P.S. Plan Provides

HAVE YOU told all your new or recently hired employees about the benefits of the Payroll Savings Plan for the regular purchase of U. S. Savings Bonds? Wage earners, according to a recent nation-wide survey, want security more than anything else. They prefer security to big pay, soft jobs, authority, "success."

There is no surer way to this peace of mind than systematic savings. And what surer, safer, better means can your employees find than payroll allotments for U. S. Savings Bonds? Bonds that return \$4 at maturity for every \$3 they invest!

Your active support of the Payroll Savings Plan is an investment in employee contentment, in the citizenship of your community, and in the security of America's future. This is practical "employee relations" of the highest type and pays dividends of satisfaction to everyone.

Start a drive today for larger participation in the plan. Many employees may be unfamiliar with its advantages. If you want literature for distribution, contact your State Director of the Treasury Department's Savings Bonds Division.

### *New Savings Bonds Plan won't affect the P. S. P.*

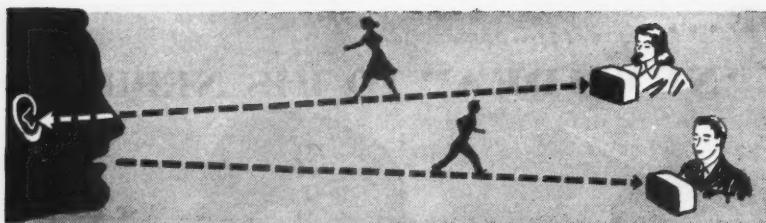
THE Treasury Department and the banks of America are making it possible for farmers, doctors, and other self-employed people to participate in "automatic" Bond buying by special arrangement with their banks. This extension of the Savings Bonds program is not a partial payment plan and is intended *only* for people who are not in a position to take advantage of the Payroll Savings Plan.

*The Treasury Department acknowledges with appreciation the publication of this message by DUN'S REVIEW*

## SPEED UP YOUR PAYROLL SAVINGS PLAN



*This is an official U.S. Treasury advertisement prepared under the auspices of the Treasury Department and The Advertising Council.*



## Why *Walk* Back and Forth When You Can *Talk* Back and Forth?

At an operating cost of only a few pennies a month you can replace time-wasting walking back and forth with time-saving talking back and forth.

Talk-A-Phone, the most advanced type of inter-communication enables you to establish instant communication contact with any department of your organization. Simply flick a switch of the Talk-A-Phone master station on your desk . . . hold a private two-way conversation with a single person . . . or a conference with several individuals at the same time. Information is secured, instructions given as fast as sound can travel.



Talk-A-Phone is not an added expense but a low cost investment in convenience that pays handsome dividends in greater efficiency. Ask your jobber or dealer, or send for catalog of the world's most complete line of inter-communication . . . a unit for every requirement. Address Dept. B.

### **TALK-A-PHONE CO.**

1512 S. PULASKI ROAD CHICAGO 23, ILL.

## Re. CANADA

Thorough knowledge of taxes, duties, and procedure in Canada, such as we possess, is extremely useful to American business men who intend to establish plants, branches or agencies throughout the Dominion.

We will give your inquiries our best attention.

### **THE BANK OF TORONTO**

*Incorporated 1855*

Head Office—Toronto, Canada

BRANCHES AND AGENTS THROUGHOUT CANADA

ceived another blow, and probably capital inflow will have been discouraged and capital outflow encouraged. Therefore, so long as there are no immediate and substantial gains to be obtained from altering a currency value, it is usually better to keep it where it happens to be.

After careful examination from all angles and after weighing the advantages of change against the disadvantages, this is precisely what the Fund concluded in the case of almost every currency. We decided that under present circumstances there was little to gain and much to lose by change. Six months from now, or a year, or two, or three, the situation for some countries may change and in certain cases depreciation or appreciation will be warranted. It is not impossible, for example, that the United States balance of payments may continue so "favorable" during the next several years as to put unbearable pressure on the gold and foreign exchange reserves of most other countries. Our export balance of goods and services may continue so large for tariff or other reasons and our export of capital may decline so drastically in a few years as to make it impossible for other countries to meet their current obligations to us.

It is not impossible that under those circumstances the most feasible corrective might be the adoption of a program involving among other things not depreciation (in terms of gold) of most other currencies, but appreciation of the United States dollar (in terms of gold). If everybody is out of step except Johnnie, it may be wiser to put him in step—even if Johnnie happens to be the richest man in the procession—rather than to make everybody else shift.

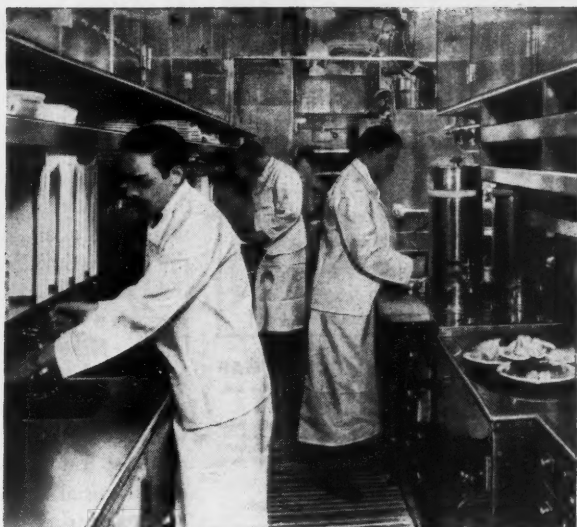
#### **Effect of Time on Balance**

No one can say with any certainty what will happen to balance of payments positions and appropriate exchange relationships several years hence. The situation is rapidly changing and much depends on international political developments; even more depends upon the course of business activity here in the United States and on our foreign lending policy. The pattern of exchange rates now prevailing in most of the world will doubtless remain much the same for some time;





**1. In the Stainless Steel Coaches:** Say "hello" to a traveling companion you can depend on. *Your Unseen Friend*, Nickel, is in the Stainless Steel that makes these sleek cars extra strong ... therefore, extra safe ...



**2. In the Spotless Metal Kitchens:** You could eat off these silvery-clean Monel and Stainless Steel surfaces. Tables, sinks and pans made of these Nickel alloys won't chip. No cracks for dirt or germs ...

## "Your Unseen Friend" rides with you ...every mile of the way



**3. In the Air-conditioned Cars:** *Your Unseen Friend* keeps an eye on the weather. Nickel is in the thermostats and in the equipment and batteries used to condition the air...



**4. In the Private Washroom Unit:** Here's everything you need, in two square feet! Made of Monel, it's rustproof, chip-proof, easy to keep sparkling bright...

Thus, Nickel helps bring you better products and services. It's used not only to make things look better, but in many other ways you seldom see.

That's why Nickel is called ... "*Your Unseen Friend*."

Write for your free copy of "*The Romance of Nickel*." This illustrated 60-page booklet tells the story of Nickel from ancient discovery to modern-day use. Address Dept. 60.

THE INTERNATIONAL NICKEL COMPANY, INC., NEW YORK 5, N. Y.



# Nickel

© 1947, T. I. N. Co.

...Your Unseen Friend

**Plastic problems solved**  
**CUSTOM FABRICATING . SPECIALISTS IN**  
**Plexiglas Acetate Lucite Bakelite**

For aircraft, electronics, auto, marine and all industrial uses.

Advertising displays screened and engraved; display fixtures and boxes.

Consult Without Obligation  
**dura plastics, inc.**  
 1 west 34 street, new york 1, n. y.

**AMERICA'S FINEST MARKETING MAP**  
 of the United States for Sales and Executive Use  
 - PLUS -  
 200 Beautiful Sales Wall Maps covering the Major U. S. Markets. All Maps 65 x 44" mounted, mechanically indexed, cellophane laminated. INQUIRIES cordially invited. FREE Illustrated Brochure upon request.

**HEARNE BROTHERS**  
 24th Fl., National Bank Bldg., Detroit 26, Mich.

One more client can now be accommodated in our program of electrical, electronic and magnetic research and development. Your development needs may fit into that program. Inquiries confidential.

*H. Russell Brownell*  
 CONSULTING ENGINEER  
 188 WEST 4TH ST. NEW YORK 14, N. Y.  
 CHelsea 2-4208

**GENUINE GLOSSY PHOTOS 5 1/2" EA.**  
 8"x10"  
 Unsurpassed in Quality at any Price

NO NEGATIVE CHARGE—NO EXTRAS OF ANY KIND

\$6.75 per 100  
 \$55.00 per 1000

POST CARDS or 4"x5"s 30"x40" \$3.85 EA.  
 \$22.00 per 1000 Lots 20"x30" \$2.50 EA.

24 HOUR SERVICE ON REQUEST

Made in labs and studios of internationally-famous photographer, James J. Kriegsmann

**COPYART** Photographers  
 165 West 46th St.  
 BRyant 9-1723 N.Y.

**WE DELIVER WHAT WE ADVERTISE**

U.S.A.'s LARGEST REPRODUCTION HOUSE  
 WE MATCH YOUR ORIGINAL TO A "T"

**What company has the experience of decorating executive offices for 39 years? Answer FLINT & HORNER**  
 66 West 47th Street, N. Y. C.

DUN'S REVIEW REACHES THE PRESIDENTS AND TOP EXECUTIVES OF 31,791 MANUFACTURERS.

but changes here and there are inevitable, the wisdom of contemplated changes can only be appraised in the light of the then existing circumstances.

A word about black market rates. One frequently hears—especially from those who have recently been abroad—that such currency is selling in the black markets at a large discount in terms of the United States dollar and that therefore, the official rate accepted by the Fund is a "phony," a miscalculation, a fraud. Now it is, of course, true that black market rates which vary considerably from an official market rate are a sign that something is wrong. But what may be wrong is not necessarily the level of the official rate. The importance of a black market rate to the selection of an equilibrium rate differs in each case. At times it has considerable importance—more often it has little. It depends on the size of the black market, on the effectiveness of controls, on the cause of the market, and on the history and trend of the discrepancy between black market and official rates.

#### Soundness of Rates

Altogether, the charge that the initial rates agreed upon by the Fund are "unrealistic" is curious. If there is one thing that may be said of the accepted parities, it is that they are realistic. Acceptance of the rates proposed by the member countries was not dictated by adherence to any arithmetical formula—either simple or complex—or by an uncritical traditional approach, or by academic reasoning as to what might constitute an ideal rate structure. They were accepted only after a careful appraisal by the Fund of the many considerations involved in the problem.

The test of the soundness of the Fund's decision will not be whether some of the rates have to be altered when the world economic situation changes. Not all currency parities in a world of change and free enterprise can be fixed at a given point permanently. Some change, sometime, is inevitable and desirable. The test of sound judgment is that the rate structure should yield the highest level of world trade and promote the most widespread prosperity for as long as possible. The permanent fixity of the entire world exchange rate structure is not a precondition to the attainment of the objective.

## HERE'S YOUR WEST COAST PLANT SITE

Humboldt Bay Area centers the West Coast. This booklet gives you the facts ...analyzes Markets, Transportation, Power, Raw Materials, Labors' outstanding record of Production and Cooperation. It tells you about the low cost construction...year 'round plant operation...and outdoor living made possible by the mild climate. Write for your copy today.

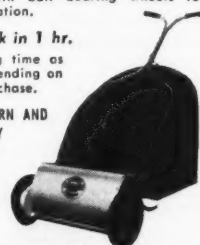


### Parker lawn sweeper.

Cleaner and faster are just two of the many advantages that are yours with a Parker Lawn Sweeper. It gently lifts leaves, freshly cut or dried grass, sticks, stones and debris from your lawn, giving it that well groomed look. Constructed of lightweight aluminum with ball bearing wheels for ease of operation.

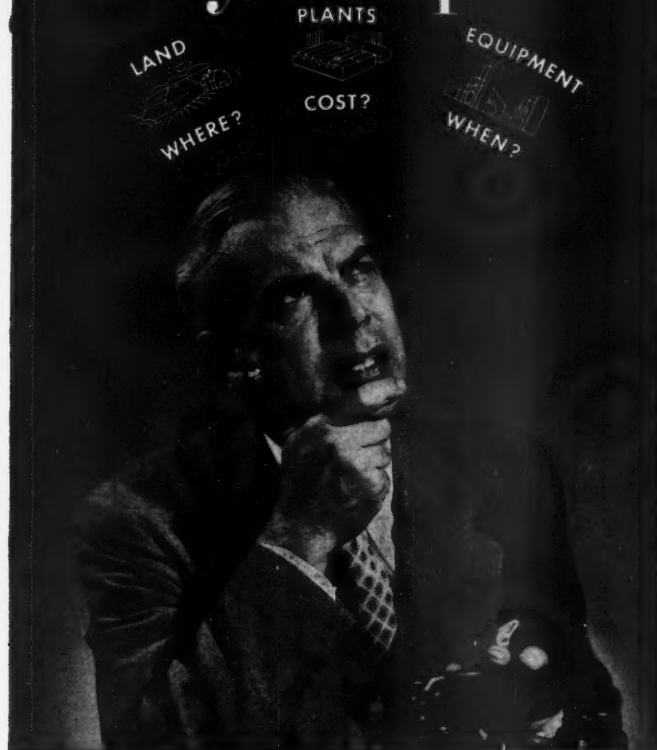
Does 4 hours' work in 1 hr.  
 Cuts manual raking time as much as 85%, depending on the model you purchase.

THE PARKER PATTERN AND  
 FOUNDRY COMPANY  
 104 BECHTLE STREET  
 SPRINGFIELD, O.



See Your Dealer or Write Direct

# Why Grope?



... the plant you  
need may be ready  
and waiting

*Investigate ready-built,  
ready-to-occupy production  
facilities available now*

There's a simple, sensible way for management men and small-business executives to avoid the "grief" of new-construction shortages, bottlenecks and uncertainties.

Your purchase or lease of suitable—or easily adaptable—Government-owned properties can get your new or branch plant into production months quicker and on a favorable competitive cost basis.

Strategically-located, modern, well-built plants and other facilities are ready and waiting for you

to bid on now. Space units for 50-man businesses, giant industrial plants, marine terminal sites—properties suited to almost any kind of manufacturing or commercial enterprise. One or more of these may well be exactly what you are looking for . . . or capable of conversion to your needs with minimum functional changes.

Save yourself time, worry and money. Check with us before you attempt to build. Send for your free copy of the new Plantfinder.

Consider the advantages of the many properties listed and described. Then phone, wire or write our nearest Regional Office for further information—or for an appointment to inspect facilities that may meet your requirements.

#### NEW PLANTFINDER—FREE . . .

Describes immediately available properties—lists others soon to be made available—indexed, cross-indexed for your convenience. Write for free copy—to the address listed below . . . on your company letterhead, please.



Room 137—13½ Indiana Ave.—Washington 25, D.C.  
Regional Offices: Atlanta • Birmingham • Boston  
Charlotte • Chicago • Cincinnati • Cleveland  
Denver • Detroit • Grand Prairie, Tex. • Helena  
Houston • Jacksonville • Kansas City, Mo. • Little  
Rock • Los Angeles • Louisville • Minneapolis  
Nashville • New Orleans • New York • Omaha  
Philadelphia • Portland • Richmond • St. Louis  
Salt Lake City • San Antonio • San Francisco  
Seattle • Spokane • Tulsa

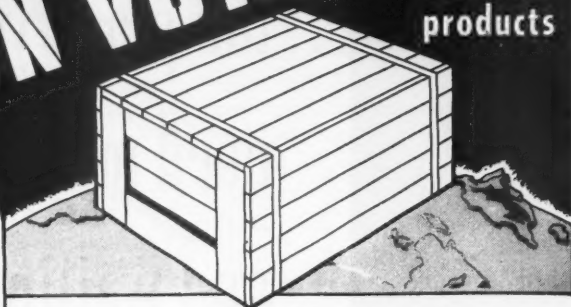


**WAR ASSETS ADMINISTRATION**  
OFFICE OF REAL PROPERTY DISPOSAL





# Insure a BON VOYAGE for your products



## ... wherever or whenever they go!

Packing for export is insurance of safe delivery for everything from fountain pens to automobiles, to any part of the world. Cargo Packers picks up your shipment, repacks for export, warehouses it until sailing date and delivers it shipside—in shipshape condition—ready to go. Routing your shipments through Cargo Packers *saves you time and money*. No shipping specifications to worry through... *save valuable storage space in your plant.*

## CARGO PACKERS • INC

53 DOWNING ST., NEW YORK 14, N. Y. Tel. CHelsea 2-7984



BY RAIL • SHIP • PLANE • TRUCK or MAIL!



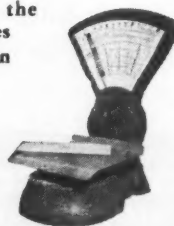
## How much does an ounce weigh?

Guessing isn't good enough... when you're mailing letters! Nor is a temperamental scale!... Too much postage is a waste; too little makes recipient pay "Postage Due."

But an ounce always weighs precisely an ounce on the always accurate, dependable Pitney-Bowes Mailing Scale. Hairline markings, widely spaced for visibility, show the exact weight of the letter or parcel... Large, legible figures show rates for fractions of ounces for

Airmail, First and Third Class, Parcel Post by zones, special delivery and special handling...

Automatic pendulum control, without weights or springs, speeds mail weighing, insures precision performance that pays for a PB Scale in saved postage, motions, time, delay... for full information, call the nearest Pitney-Bowes office, or write for an illustrated folder!



## PITNEY-BOWES Mailing Scale



PITNEY-BOWES, Inc.

1516 Crosby Street, Stamford, Conn.

World's largest manufacturers of the postage meter.  
Offices in 63 principal cities in U. S. and Canada.

## EMPLOYMENT

(Continued from page 20)

are essentially expressed as the physical equivalents of 1939 vehicles. If in 1950, better and more durable cars were produced, costing more and requiring more man-hours relatively in their fabrication, the actual number of vehicles represented by the estimates might be lowered without altering the dollar sales or employment figures.

### Production Estimates

The industry affected most immediately by high levels of motor vehicle ownership is the petroleum refining industry. Both full employment models imply roughly the same level of crude petroleum production, about 2.6 billion barrels. This not only surpasses the previous peak output, 1.7 billion barrels in 1944, but it is more than refineries could currently handle. Current refining capacity, assuming a 24-hour run, is about 2 billion barrels of crude annually. The 1950 estimates imply a 30 per cent increase over this level. If petroleum capacity were expanded at the same rate as during the 1929-1945 period, it would take almost 15 years to bring capacity to the estimated production level, but at the pre-1929 rate only three years would be required.

The high levels of motor vehicle ownership also imply production of about 110 million tires, 65 per cent above the 1929 peak. One of the conventional regression methods of estimating yielded a similar result. There are no data available on current capacity. In 1929, however, the practical capacity of the industry was estimated at 92 million tires.

The estimates for steel ingot production in 1950 are of unusual interest, not only because of the basic importance of steel, but also because the demand for steel is almost completely a derived demand. The estimates of 98 million short tons of ingot steel for the consumption model and 120 million for the investment model depend on high levels of demand for motor vehicles, construction, machinery, and other steel-using products. The per capita consumption of steel implied by the figures is higher than any previously recorded, because per capita purchases of steel-using products are also estimated

---

---

## ACCESS TO THE MARKETS OF THE WORLD

*...through National City Service  
to Correspondents*

•

**I**N addition to well established correspondent relationships with important banks throughout the world, National City Bank offers quick access to world markets through 46 overseas branches of its own—more overseas branches than those of all other American banks together.

National City's officers are always available and ready to discuss specialized facilities and how they may best aid you in profitably developing customer relationships. Consult or write these officers at Head Office concerning problems relative to bond portfolios, efficient and prompt handling of collections, foreign department facilities and credit requirements, domestic or foreign.

*Write for color-illustrated booklet describing  
our overseas banking service*



## THE NATIONAL CITY BANK OF NEW YORK

*1812 — 135th Anniversary — 1947*

Head Office: 55 Wall Street

66 Branches in Greater New York

Member Federal Deposit Insurance Corporation

**CREDIT LOSSES ARE CLIMBING**



**This is *No time to gamble*  
with your receivables**

**Sound business judgment** tells you that your accounts receivable are important assets *at all times* . . . subject to risk *at all times* . . . should be protected *at all times*. Today credit losses are climbing and no one knows how far this trend will go. *It's time to watch your receivables.*

**Look at your own statement.** A large percentage of your working capital is represented by your accounts receivable. This is not the time to gamble. This is the time to be sure that your working capital is protected . . . that no jump in credit losses would wipe out your profits.

**Manufacturers and wholesalers** in over 150 lines of business today carry American

Credit Insurance . . . which **GUARANTEES PAYMENT** of your accounts receivable for goods shipped . . . pays you when your customers can't.

**Send for facts on credit loss control.** Knowing the facts about American Credit Insurance and Credit Loss Control may mean the difference between profit and loss for your business . . . in the months and years of uncertainty that lie ahead. Write today for full information. American Credit Indemnity Company of New York, Dept. 50, Baltimore 2, Md.

*J. T. Madden*  
PRESIDENT

**American  
Credit Insurance**  
*Pays you when  
your customers can't*



OFFICES IN PRINCIPAL CITIES OF UNITED STATES AND CANADA

to be higher. Both models yield estimates of steel production well above current capacity and also above the wartime peak of 89 million tons in 1944.

Two other published analyses of factors affecting steel demand were investigated.<sup>5</sup> Under similar assumed conditions, these methods gave estimates either consistent with or higher than those presented above.

### Construction Requirements

The level of construction activity in 1950 will have a decisive effect upon the production of many commodities, especially brick, cement, and lumber, and to some extent, steel. For this reason, the requirements for these commodities in the consumption and investment models differ considerably. For cement, the estimates range from 186 to 310 million barrels; for bricks from 7.3 to 11.9 billions; for lumber, from 47 to 64 billion board feet.

Although current capacity appears sufficient to meet the lower range of these requirements, the upper range would require expansion for at least one commodity, cement. Portland cement capacity declined by over 30 million barrels between 1929 and 1944, when it reached 240 million barrels annually. This is far above the 1950 estimate. In fact, 1947 production will probably surpass the 186 million barrels required under the consumption model.

Lumber presents a different problem. Even though the minimum estimate for 1950 is above any previous year, there is probably capacity available to process the lumber required under either set of full employment conditions. The problem here is the conservation of a natural resource.

The wartime peak production of electricity, 231 billion kilowatt hours, is overshadowed by the 252 and 238 billion estimates for the consumption and investment models. The amount of generating capacity needed to produce this amount of electricity depends upon the intensity of use or "use factor" of generating equipment. This factor is the ratio of the actual generated output to the output that would have been generated if the equipment had operated a full 8,760 hours during the year.

During the war, longer hours and the

<sup>5</sup> War Plants Disposal: Iron and Steel Plants, 79th Congress, First Session, Report 199, Part 3, Washington, 1945; and National Resources Committee, *Patterns of Resource Use*.





# THREE GREAT FEARS

## that haunt the minds of men

Three great fears walk with men from their offices to their homes, and sit with them by their firesides at night.

They break rudely into conversations of husbands and wives, causing sudden silences. They thrust themselves between the faces of men and their little ones with quick stabs of apprehension.

Three gnawing fears:

- the fear of the loss of health
- the fear of the loss of the job
- the fear of a dependent old age.

Youth laughs at all three fears. Health seems boundless then; the job a mere game; and old age lost in the far, dim future.

### *The fear that seems foolish at 21 is very real at 35*

But many a man comes to himself with a start in his early thirties or forties.

"I am not progressing as fast as I should," he says to himself. "Other men are passing me. Where am I going to be ten years from now?"

It is in such a mental attitude that men turn in large numbers to the Alexander Hamilton Institute. For this is a distinguishing characteristic of the Institute—a fact which has always made it unique among

the forces of business training:

*The men who subscribe are not boys; their average age is a little over thirty; and 85 per cent of them are married.*

They are drawn to the Institute because it helps them to safeguard themselves against two of the Three Great Fears—loss of a job and a dependent old age.

If you are in your twenties, or thirties, or forties, it lies within your power to give yourself the training that will banish fear.

The fear of the breakdown that so often comes from the futile struggle in a monotonous position need never trouble you. You may lift yourself completely out of the class of men of whom there are too many into

the class for whom the demand always exceeds the supply.

*Send for*

### *"Forging Ahead in Business"*

The Institute's executive-training program is outlined in a stimulating 64-page booklet entitled "Forging Ahead in Business."

If you are willing to devote one short evening to the study of a plan that has meant rapid progress to thousands of executives, send for this booklet today. Fill out and return the coupon below; your complimentary copy will be mailed to you promptly.



## ALEXANDER HAMILTON INSTITUTE

ALEXANDER HAMILTON INSTITUTE  
Dept. 575, 71 W. 23rd St., New York 10, N. Y.  
In Canada: 54 Wellington St., W., Toronto 1, Ont.

Please mail me, without cost, a copy of the 64-page book—  
"FORGING AHEAD IN BUSINESS."

Name.....  
Firm Name.....  
Business Address.....  
Position.....  
Home Address.....

**The answer to  
"WHAT'S AHEAD?"**

## **FORECASTING FOR PROFIT**

a technique for business management

by **WILSON WRIGHT,**

*Economist, Armstrong Cork Company*

Every man these days is wondering what's ahead for him and his business. And it's important that he should know . . . so that he can plan his operations for profit . . . and adjust the affairs of his business as successfully as possible to the economic conditions of the nation.

Written by a man who has predicted business conditions for a successful enterprise for many years, **FORECASTING FOR PROFIT** shows you how you can know in advance what business trends are in the wind. It discusses in detail the methods Mr. Wright has found most reliable . . . techniques that can be used as a tool in managing the operations of your own business. **\$2.75**

*Recommended by the  
Executive Book Club*

*At your Bookstore*

**JOHN WILEY & SONS, Inc.**

440 Fourth Ave., New York 16, N. Y.



use of multiple shifts resulted in higher energy output without corresponding increases in generating capacity. In fact, about 53 per cent of theoretical capacity was utilized in 1944, the highest ratio ever experienced. If this use factor were to prevail in 1950, the basic generating capacity needed would range from 51.3 to 54.3 million kilowatts, as compared with a generating capacity of 50.4 million kilowatts on January 1, 1947. However, under normal peacetime conditions the 45 per cent use factor of 1941 is much more likely to prevail, giving an estimate of required basic generating capacity in the range of 61 to 64 million kilowatts.

A report issued by the Westinghouse Company estimates that under boom conditions in 1950 energy requirements might total 270 billion kilowatts, which, depending on the use factor, would demand a generating capacity of from 68 to 77 million kilowatts.<sup>6</sup> In addition to any expansion of generating capacity, the Edison Electric Institute reports that from two to three million kilowatts of equipment must be replaced by 1950.

Only small comfort can be found in the fact that full employment in 1950 would require hauling substantially fewer revenue ton miles of freight than the wartime peak of 741 billion. The factors which permitted the railroads to meet wartime demands, full loads, long hauls, and faster turnabout time, will not be present in 1950.

### **A Doubtful Undertaking**

Capacity measurement for the services, for retail trade, for agriculture, and similar industries is a doubtful undertaking. There are few, if any, objective rules of measurement that can be used. Nevertheless, the results obtained suggest expansion in these fields as well. The required level of employment in trade varies from 9.5 to 10.4 million persons, while the present level of employment probably does not exceed 8.6 million. It is doubtful if an additional one to two million workers could be employed unless there was a volume of commercial construction in coming years. For hotels, a closer approach to capacity measurement is possible, the rate of room occupancy. Under either of the 1950 patterns, the rate of occu-

<sup>6</sup> Westinghouse Economic Bulletin, August 1946.

# Man Discovers Electronics!



**FIRST**—ages ago—he found he could save time by dictating to a shorthand stenographer.



**SECOND**—he later found he could save even more time by dictating to a *machine*. He discovered the *acoustic* dictating machines which Dictaphone Corporation pioneered.

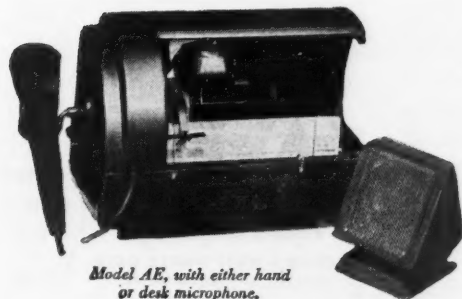


**THIRD**—man has discovered *electronic* dictation—again pioneered by Dictaphone Corporation. By dictating to a *microphone* instead of into a speaking tube, he has moved into the electronic age. He merely thinks out loud—every word is instantly, accurately recorded.

## Dictaphone Dictation has provable advantages

**Y**OU just press a button and talk. Your *Electronic* Dictaphone machine gets every word—even a whisper. Gives you *better* recording! *Better* reproduction! Brings you truly modern *Electronic ease!*

Call your local Dictaphone representative for a demonstration. For descriptive literature, write Dictaphone Corporation, Department M-9, 420 Lexington Avenue, New York 17, New York.



Model AE, with either hand or desk microphone.

*The word DICTAPHONE is the registered trade-mark of Dictaphone Corporation, makers of Electronic dictating machines and other sound-recording and reproducing equipment bearing said trade-mark.*

# DICTAPHONE

## *Electronic Dictation*



## Own Your Own!



keep in touch with your entire organization by

## KELLOGG SELECT-O-PHONE

PRIVATE AUTOMATIC TELEPHONE AND PAGING SYSTEM

Run your business from your desk—no need for you and your key personnel to chase each other all over the office or plant. A simple, economical installation of the Select-O-Phone System will establish instant inter-communication between five to thirty-six desks... keep the private exchange switchboard and rented telephones free for outside calls... reduce toll charges... cut delays.

A spin of the dial puts you in touch with any one on the system for a strictly private conversation or a round table conference. Any station may call any other station. Patented feature permits unlimited simultaneous conversations. The Select-O-Phone System is the easiest to install, maintain and expand... flexible, most economical, efficient, complete... built by Kellogg—for 50 years a leader in the development and manufacture of telephone equipment!



Learn how the Kellogg Select-O-Phone System can solve your inside communication problems. Contact nearest distributor or mail coupon.

### Own Your Own Complete Inter-Communication System

SELECT-O-PHONE DIVISION  
KELLOGG SWITCHBOARD & SUPPLY CO.  
310 West 6th Street, Kansas City, Mo.

Send full data on Select-O-Phone Dial telephone system.

Name \_\_\_\_\_  
Company \_\_\_\_\_  
Street \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_

pancy implied is over 100 per cent of the rooms available in 1939.

In considering the estimates presented above, keep in mind that they refer to a situation in which it is assumed that the economy generally is operating at a high level and with high general efficiency. The results may assist in appraising the possible consequences of less favorable assumptions.

### Future Industrial Capacity

Higher unemployment and lower general efficiency might be assumed for 1950, reducing the total level of production by 10 or 15 per cent. Even under such conditions, it appears that production in some industries might exceed current capacity. Moreover, the estimates presented refer to production only; normally capacity must be at even higher levels for smooth, regular operation. These results suggest that there is some foundation for the present concern about future industrial capacity.

In some cases, information dealing with potential limitations on either demand or production can be found for specific products—information which could not be included in the original analysis covering all industries. There are for some industries excellent reasons to believe that production in 1950, and hence employment, could not reach the levels estimated for either model. But taking account of these limitations for any one industry would also require that additional employment and production be allocated to other industries; otherwise the desired full employment total of jobs would be lost.

Shifts of this nature might actually occur, but it is clear that this possibility does not change the general dimensions of the capacity problem. The strain might be eased for one industry only to be accentuated for another.

There is another factor which tends to blur the outlines of the estimates as applied to particular capacity problems. In general, no specific account could be taken in the analysis of the introduction of new products. It was implicitly assumed that new products would be manufactured by and accommodated within the framework of the established industries. In view of the broad industry classifications used and the tendency for new items to join existing

(Continued on page 66)

## How To Build RESULT-GETTING INCENTIVE PLANS For Your Business

Never before have incentives received such serious consideration. Today incentive plans are being used:

To decrease unit labor costs.

To step up sales.

To stimulate interest of executives in profit making.

Often the results of incentive plans are far beyond expectations.

This organization has assisted many clients in many different lines of business to build incentive plans to fit the particular conditions in each case.

Our new pamphlet, "BRC Incentive Plans," discusses the various factors to be considered in developing incentive plans and how these factors can be combined to fit most any situation.

May we send you a copy without cost or obligation?

### BUSINESS RESEARCH CORPORATION

Dept. 5DR, 79 West Monroe St.  
CHICAGO 3, ILLINOIS

## NOW! MAKE PHOTOCOPIES IN YOUR OWN OFFICE

Quickly, Accurately, at Low Cost!



Make permanent, error-proof copies—1-a-minute—of anything written, typed, printed, drawn or photographed—even if on both sides. No darkroom or technical knowledge needed. Save time, money, labor—expedite work in every department. Write for facts NOW!

AMERICAN PHOTOCOPY EQUIPMENT CO.  
2849 N. Clark St., Dept. A-97  
Chicago 14, Ill. (Representatives in principal cities and Canada)

The **APÉCO**  
**PHOTOEXACT**  
"Copies Anything!"  
AMERICA'S MOST WIDELY USED  
PHOTOCOPY EQUIPMENT.

LETTERS

VALUABLE PAPERS

BLUE PRINTS


PICTURES

CHARTS

FINANCIAL DATA

CLIPPINGS

OVER 100 OTHERS



*what were you doing at 10:18 this morning?*

You might say that's none of our business—but you'd probably be wrong!

You see, the odds are that *any* time during office hours you'll be handling some kind of business form . . . checking it, writing on it, or just passing it along. The better part of your office staff will be doing the same thing. And if your forms are not efficient, then all of you are wasting your time!

It's our business to stop that sort of waste—by cutting down the time you give to paper work. Uarco Business Forms assure:

Minimum handling . . . forms are combined so that one form serves many departments . . . pre-assembling saves time and bother.

Minimum writing . . . all necessary copies, 20 or more, come from a single writing.

Minimum looking . . . facts are always easy to reach, easy to read.

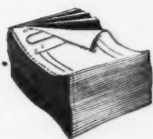
Your Uarco Representative is trained to apply these savings to your operation. Call him in for a survey rather than take your own or another executive's time. There's no obligation. UARCO INCORPORATED, Chicago, Ill.; Cleveland, Ohio; Oakland, Calif.; Deep River, Conn. Offices in All Principal Cities.

*For Instance . . .*

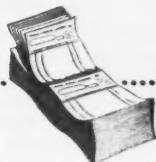
you may find Uarco E-Z-Outs your biggest time-saver. Use them in typewriters or for hand-written records—they put an end to carbon fuss. Copies are neatly held together for later additions, then detached with one easy motion.



SINGLE SET FORMS



CONTINUOUS-STRIP FORMS  
FOR TYPEWRITTEN AND BUSINESS MACHINE RECORDS



**BUSINESS FORMS**



AUTOGRAPHIC REGISTERS  
AND REGISTER FORMS



## THE UNDERMENTIONED TRADE REPRESENTATIVES AND TRADERS IN SOUTH AFRICA ARE INTERESTED IN DISTRIBUTING YOUR PRODUCTS.

To communicate with any of the companies listed below address them care of the box number indicated (B xxx) in the cities under which they are listed. . . This is a paid advertisement. To participate in this advertisement address Manager of any R. G. DUN & Co. office in South Africa.

### CAPE TOWN, S. A.

**STANDARD BANK OF SOUTH AFRICA LTD.,** Registered as a Commercial Bank. All banking facilities throughout South, Southwest and East Africa, also Rhodesia. Market research and trading contacts handled by Commercial Service Dept., Cape Town (B 40), through bank's New York agency, 67 Wall Street. Monthly Review available free on application.

**AFRIMERIC DISTRIBUTORS PTY. LTD.,** 133 Longmarket St. Manufacturers' representative. Textiles, softs, fancy goods, hardware. Paper board and timber. Branches throughout Union. Also Belgian Congo and Rhodesia.

**J. BOCK & SON (B 2038).** Branches Johannesburg, Durban, Port Elizabeth, Bulawayo. Textiles and underwear every description. Leather and findings for footwear industry, plastics, electrical.

**CHUTE, ROWLAND & CO. LTD. (B 1193).** Plastics, nylon stockings, textiles, glass, aluminum, electrical goods, tools, timber, oak staves, raw materials, foodstuffs.

**DENT & GOODWIN CAPE PTY. LTD. (B 1446).** Customs clearing and shipping agents.

**DE VILLIERS A. I. & CO. (B 2933).** Branch office Johannesburg. Direct importers agricultural insecticides, fertilizers and packing material. Seed potatoes and apples. Established connections throughout the entire Union.

**DUNAY G. F. (B 892).** Manufacturers' representative and distributor. sales organization covers Southern Africa. Engineering supplies, material and machinery; all requirements for building and allied trades; general hardware; industrial chemicals and adhesives; sundry supplies of motor trade and garage equipment; oilskins, rubber goods, plastics; cream, oil, and industrial separators.

**P. ANDERSON GREIG (B 3189).** Domestic hardware, hand tools, furnishing fabrics, imitation jewelry. Novelties. Pens and pencils.

**HUDSON (Import Division) PTY. LTD. (B 1318).** Complete national coverage; ample finance; own warehouses; stockist distributors, not commission agents or jobbers; correspondence invited.

**INDUSTRIAL SUPPLY CO. PTY. LTD. (B 279).** Chemicals and ingredients for food and drink.

**INTERCOM AGENCIES PTY. LTD. (B 1587).** Manufacturers' representatives, organized to attend to international commerce as import and export agents.

**KAY'S AGENCIES, 55 Hout St.** Manufacturers' representative cotton piece goods all descriptions, towels. Other soft goods.

**KEENE & COMPANY (S. A.) (PTY) LTD.** Head Office: P. O. BOX 2305, Cape Town. Branch offices: Johannesburg, Durban and Port Elizabeth, also at Rhodesia and Lourenco Marques. Interested in direct factory representation on basis exclusive agency of all commodities suitable for the wholesale and retail distributive trade. Specialized departmental representation.

**H. M. LEERS & CO. PROP. LTD. (B 2982).** General merchants and importers. M. LEWIS & CO. AND BRANCHES FURNISHERS CAPE TOWN. Soft furnishings; curtaining, carpets, linos, crockery, etc.

**NATIONAL AGENCIES (SOUTH AFRICA) PTY. LTD.,** 88 Church St. Cape Town head office. Agent and wholesale distributors druggists sundries. Depot stocks carried all leading centers South Africa and Rhodesia. Cable: "Hyrub."

**PRESTON AGENCY CO. PTY. LTD. (B 2247).** Throughout South Africa. Foodstuffs, electrical accessories, textiles.

**L. F. RAE & SON (B 442).** Manufacturers' representatives foodstuffs, builders, household and electrical hardware, tools, plastics, chemicals. GEO. RAYMOND & SON (B 2404). Ladies' showroom goods; men's hosiery; ladies' underwear, corsetry, infants' wear, haberdashery.

**M. A. SEELIGSOHN (B 2892).** Manufacturers' representative household commodities, hardware, textiles, etc.

**SMIEDT & IPP (B 470).** Textiles, foodstuffs, electrical. All types merchandise represented throughout Union and South West Africa.

**SWINGLER BROTHERS PTY. LTD. (B 3371).** Also Johannesburg. Engineering. Hardware. Automotive products. Builders' material.

**UNITED AGENCIES (B 1568).** South Africa's leading agents children wear, desire representation of children's dress manufacturers. Branches Johannesburg and Durban.

### DURBAN, S. A.

**M. BEIT & CO. (B 2190).** Associated offices in Johannesburg, Cape Town, Port Elizabeth and Bloemfontein. Cosmetics, fancy goods, furnishings, textiles, hardware, leather goods, automotive spares and accessories, automotive equipment and electrical fittings.

**MONTAGUE BLUNT & CO. (B 2503).** Seek direct factory representation interior decorations, plastics, indoor transport and similar lines; wrappings, packages, packings, also interested timbers and offer for export copra, copra oils and other African products.

**D. D. TAIT (B 2846).** MANUFACTURERS' REPRESENTATIVE. BRANCH OFFICE: CAPE TOWN. ASSOCIATED OFFICES: JOHANNESBURG, PORT ELIZABETH, EAST LONDON. DOMESTIC AND BUILDERS' HARDWARE, LAMPWARE, DOMESTIC ELECTRIC APPLIANCES, PROPRIETARY FOODSTUFFS, CANNED SEAFOODS, AND MEATS, ETC.

**LARGESSE & CO. PTY. LTD. (B 2607).** Export all grades of minerals, chrome ore, manganese ore, graphite, mica, etc.; wine

and spirits. Import timber, heavy chemicals, fertilizers, etc.

**HAROLD J. DRINN PTY. LTD. (B 560).** Mechanical and electrical supplies. Domestic and commercial electrical appliances. Power plants, switchgear, electric motors, cables, conduit and accessories.

**E. WAYMAN McKEOWN (B 1436).** Food products, hardware, soft goods and general merchandise.

**RECENT PHARMACY PTY. LTD.,** 399 West St. Cosmetics, toilet requisites, chemists' sundries, fancy goods, proprietary medicines.

**A. A. SAVAGE, 576 West St.** Electrical domestic appliances. Motors and wiring equipment and accessories, fluorescents.

### JOHANNESBURG, S. A.

**ARGOSY IMPORTS PTY. LTD. (B 2452).** Branches throughout South Africa. Specializing in women's, children's clothes and underwear, fancy goods, novelties and piece goods.

**ASSOCIATED PROPRIETARY AGENCIES, LTD. (B 4247).** Indent and distributing agents for toilet preparations.

**ATKINSON & BARKER (B 3152).** Manufacturers' representatives covering Southern Africa and Rhodesia. Interested only in handling quality goods direct from factory on commission basis. Specializing machine tools, hardware, textiles of all descriptions and sports equipment.

**AUTOMOBILE ELECTRIC SUPPLY LTD. (B 2964).** Storage batteries, automobile and aircraft accessories and replacement parts.

**BELL AGENCIES (B 3298).** Factory representatives seeking direct British, Canadian and American factory representation engineering equipment, tools, hardware, woodworking machinery, electrical appliances. Agents in all leading centers.

**HERBERT E. BOWEN—FRIENDLY ADVERTISING PTY. LTD. (B 3102).** Exclusive sales South and Central Africa. Advertising specialties.

**C.F.S. TRADING PTY. LTD. (B 5216).** Glassware—domestic and packaging, hardware and kitchenware, packaging, essences, fancy goods, buttons, toys, kitchen articles, food products.

**C. F. SHAW LTD. (B 4372).** Factory reps., import, export agents, leading British, American, Canadian manufacturers. Branches or reps. in every British or French territory in Africa, India, Palestine, Middle East.

**CAMPBELL & THISELTON, LTD. (B 9012).** Factory reps. of well known manufacturers. Fully equipped and efficient sales organization covering Union of S. Africa and Rhodesia. Specializing food products, spices, confectionery, domestic hardware and dairy machinery. Desirous contact American and Canadian manufacturers who are interested in export to S. Africa.

**CHARTER ENGINEERING CORPORATION PTY. LTD.,** 813 Maritime House. Diesel and diesel electric power plants and equipment. Diamond drilling equipment. Mine and mill ore recovery equipment, connections with mining houses throughout Southern Africa.

**BARRY COLNE & CO. LTD. (B 4130).** Machinery and engineering supplies. Foundry equipment and supplies. Woodworking machinery and accessories. Mill supplies.

**COMMERCIAL & MINING UTILITY PTY. LTD. (B 2452).** Building materials and mining materials. Completely covering Southern Africa.

**COMMODITY AGENCIES (B 1711).** Produce, industrial raw materials, timber.

**B. P. DAVIS LTD. (B 3371).** Representing Bauer & Black, Chesham Manufacturing Co., American Chicle Co., etc. Members Johannesburg C. of C., A.M.R.A.

**M.T.S. DESSELSS** With full coverage throughout South Africa, exclusive distributors of radio, electrical appliances, kitchen utensils, require various lines electrical appliances. References: Tung-Sol Lamp Works; Solar Mfg. Corp.; Ohio Carbon Co.; Republic Stamping & Enamelling Co. Field representative for Federal Motor Truck Co.; Continental Motors Corp.; Moog Industries Corp. Require automotive replacement part lines, workshop equipment and tools. Fair share available S. African business promised, also a personal visit each year.

**DOMESTIC & FOREIGN TRADE PTY. LTD.,** 102 Mool St. Foodstuffs, groceries and delicacies.

**DRUGS & TOILETS PTY. LTD. (B 2801).** Distributors of patent and proprietary medicines, druggists' sundries, beauty products. Branches at Cape Town, Durban, Port Elizabeth, East London, Salisbury and Bulawayo. All merchandise paid spot cash New York.

**FILLERYS PTY. LTD. (B 6560).** Sales agents. 16 branches covering South Africa, South West Africa, Rhodesia, Belgian Congo, Madagascar, French Equatorial Africa, Portuguese East Africa. London 15-17 Eldon St., E. C. 2.

**GILMAN & CO. (AFRICA) PTY. LTD. (B 4077).** Branches: Durban, Cape Town. Organization covers whole of the Union and Rhodesia. Established 1902. Manufacturers' agents and distributors representing many important overseas firms. Open to consider further agencies, particularly proprietary lines.

**GERALD S. GUNDLE (B 5173).** ASSOCIATE OFFICES IN ALL COAST TOWNS AND MAIN INLAND CENTERS UNION OF SOUTH AFRICA AND RHODESIA. Specialist  
CONTINUED IN FIRST COLUMN ON NEXT PAGE—



sales organization equipped to handle furniture, rugs, carpets, lino, soft furnishings, furniture novelties, general utility householdware, hardware and tools and all requirements for building and plumbing trades. Apply Barclays Bank, New York, concerning ability create, maintain, foster sales and uphold factories' prestige.

**HARRIS & JONES PTY. LTD.** (B 3297). Transvaal agents: I. C. Smith and Corona typewriters. Interested in agencies for office machines, equipment and supplies.

**S. HARTOGS PTY. LTD.** (Grocery Division of Verinder Ltd.) (B 4883). Also Cape Town, Durban, Port Elizabeth, East London, Bloemfontein, Kimberley, Bulawayo, Salisbury and N'dola. Proprietary grocery and confectionery goods and domestic hardware.

**HILL & MURRAY PTY. LTD.** (B 3070). Proprietary medicines, toilets and cosmetics, grocery and household requisites. Ethical and professional products.

**P. W. JENNINGS (PTY.) LTD.** (B 3543). Also at Cape Town (B 198). Equipped to represent you throughout South Africa as exclusive manufacturer's representative on commission basis. Household equipment novelties. Electrical appliances. Kitchen specialties. Building specialties.

**B. OWEN JONES LTD.** (B 2933). Chemicals: heavy industrial, pharmaceutical, laboratory reagents; general laboratory supplies; optical, scientific, control, medical and surgical instruments; steel works and foundry supplies.

**LAMSON INTERNATIONAL CORP. (AFRICA) PTY. LTD.** (B 8835). Textiles all descriptions, cutlery, crockery and hardware, household appliances, radios, etc. Branches: 452 Fifth Ave., New York, and Cape Town, Durban, Port Elizabeth, Bulawayo.

**LENNON LIMITED** (B 8389). Wholesale manufacturing and retail chemists and druggists. (Est. 1850). Branches throughout S. Africa and Rhodesia.

**LIBERTY AGENCIES PTY. LTD.** (B 6019). Also at Cape Town, Durban, Bulawayo. Manufacturers' representatives and distributors for Southern Africa. Handling all types fashion goods and sports wear, textiles, toys, glassware, fancy goods and all general merchandise under specialized departments.

**KENNETH R. MENTZ** (B 7592) also Cape Town and Durban. **MANUFACTURERS' REPRESENTATIVES** desirous contacting **MANUFACTURERS** of cotton and rayon textiles, soft furnishings, rugs, carpets, proprietary grocery and confectionery goods, industrial raw materials, sporting goods. References: Apply Wilson Bros., Box 772, Chicago.

**NEWTON'S AGENCIES PTY. LTD.** (B 4616). Clothing, all kinds; textiles, headwear, domestic glassware, enamelware, handbags, fancy goods, cosmetics, food products, industrial chemicals, paper products.

**H. POLLIACK & CO. LTD. INCORPORATING MACKAY BROS. LTD., MACKAY BROS. & McMAHON**

**LTD.** Cape Town, Durban, Port Elizabeth, Pretoria, musical, electrical goods.

**PROTEA DISTRIBUTORS PTY. LTD.** (B 7793). Surgical, medical, hospital, pharmaceuticals, Cosmetics, photographic supplies and equipment.

**RAYMONT-BROWN PTY. LTD.** (B 7524). Manufacturers' representatives. Textiles, cotton piece goods, woolen, rayon and silk piece goods and men's wearing apparel.

**SILVERS MOTOR SUPPLIES PTY. LTD.** (B 5988). Automobile parts, accessories, garage equipment, tools and machine tools. Associate companies: General Spares & Accessories Pty. Ltd., Pretoria, Tvl. & O.F.S. Wholesale Motor Supplies Pty. Ltd., Bloemfontein, O.F.S.

**SIDNEY SIPSER & CO.** (B 6011), Ottawa House, President St. Also Cape Town (B 2391). Cable: "Gownsisper." Indent agents, distributors ladies' frocks, coats, sports and underwear, showroom goods, etc.

**FRED C. SMOLLAN PTY. LTD.** (B 3769). Raw materials, timber, building materials, hardware, window glass, upper leathers, upholstery leathers, chocolates, canned fish and food products.

**SOUTH AFRICAN DRUGGISTS LTD.** (B 5933). Wholesale chemists, manufacturing druggists, opticians, photographic dealers; fine, industrial, pharmaceutical chemicals.

**TAYLOR & HORNE**, 176 Jeppe St. Branches at Cape Town, Port Elizabeth, East London, Durban, Bloemfontein, Pretoria, Bulawayo and Salisbury. Dental sundries, toilet requisites, etc.

**H. E. TEIFEL & CO.** (B 9487). Industrial raw materials, paper and cardboard, cotton yarns, textiles, light and heavy chemicals, canned goods, manufactured products, steel and tinplate.

**JOHN G. TRAIN & CO.**, 149 Commissioner St. Also Cape Town, Durban. Cotton and rayon textiles, yarns, hosiery, knitwear, fancy goods, food-stuffs, toys.

**WESTDENE PRODUCTS PTY. LTD.** (B 7710).

Also at Cape Town, Port Elizabeth, Durban, Salisbury, Windhoek, Bloemfontein, Bulawayo. **NATIONALLY ADVERTISED MEDICINES AND TOILET GOODS FROM MANUFACTURERS ONLY.**

#### PORT ELIZABETH, S. A.

**GILCHRIST'S ELECTRICAL STORES PTY. LTD.**, Main St. Electrical and radio equipment.

**E. J. NARRAMORE**, 100 Main St. Builders and domestic hardware, tools, ironmongery, sporting goods and all gardening requisites.

**S. HALLIS & CO. PTY. LTD.** (B 143). Est. 1890. Seeking agencies for picture frames, pottery, handbags, etc. Fancy goods all description. Efficient representation throughout S. A. assured.

**JAYDEE DISTRIBUTORS PTY. LTD.** (B 108). Crockery, glassware for general wholesale and retail selective and exclusive trade: general and household hardware and motor accessories; silk and nylon stockings.

**A. J. PUDNEY & CO.**, Grace St. Household aluminum, enamel and glassware, toys, general hardware, flower and vegetable seeds, small farming and gardening implements.

**WARD & JOHNSON PTY. LTD.** (B 1080). All domestic electrical appliances, radio, refrigerators and musical supplies.

#### RHODESIA, S. A.

**AFRICAN COMMERCIAL CO. LTD.** (B 1108), SALISBURY. Proprietary medicines, toilet and beauty preparations, groceries, confectionery, stationery, office equipment, textiles, men's, women's, children's clothing and footwear and fancy goods.

**H. GALANTE** (B 380), SALISBURY. Inquiries invited. Textiles, enamelware, hardware, groceries, timber, household goods, men's and ladies' wearing apparel, leather goods, branches Rhodesia, Belgian Congo, Portuguese East Africa, Tanganyika.

## Collections Slowing Down?

Successful collections today depend more than ever on procedures that meet the competitive business situation.

That is why more and more firms are adopting the 7-Point Collection Plan of DUN & BRADSTREET.

Let us demonstrate how you can adapt this Plan to your particular collection needs. Send for full details.

**Mercantile Claims Division  
DUN & BRADSTREET, INC.**

Offices in Principal Cities

## "GREAT BRITAIN CALLING"

THE FOLLOWING COMPANIES IN GREAT BRITAIN INVITE CORRESPONDENCE FROM AMERICAN CONCERNS OR INDIVIDUALS WITH A VIEW TO REPRESENT OR TO BE REPRESENTED BY THEM; AND/OR TO BUY OR TO SELL PRODUCTS OR SERVICES LISTED. (THIS IS A PAID ADVERTISEMENT; FOR PARTICIPATION, ADDRESS: W. W. DODWELL, BRADSTREET'S BRITISH LTD., ADELAIDE HOUSE, LONDON BRIDGE, LONDON, E.C. 4, ENGLAND.)

**M. CALDERON LTD.**, 3/4 Eden St., London, N.W. 1. Manufacturers and exporters of electrical goods specializing in equipment for permanent waving. Hair dryers of modern design, permanent waving machines and heaters for all methods, also setting hoods.

## 22,188 PRESIDENTS

DUN'S REVIEW REACHES 22,188 PRESIDENTS AND 34,991 OTHER EXECUTIVES.

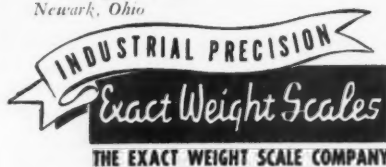
## Weighing Owens-Corning Fiberglas —the EXACT WEIGHT Way . . .



Owens-Corning Fiberglas goes through many operations before it is a finished product. First it's ingredient compounding to formulae and then step by step through the manufacturing process. Above (illustrated) is an EXACT WEIGHT Scale checkweighing a fibreglass blanket woven of strands 1/4000 inch in diameter for percentage loss of 1/100 gram after burning. Very light, this big roll weighs but 5 lbs. 4 ozs. This is but one more example of EXACT WEIGHT Scales at work in American Industry, proving that if it can be done by weighing EXACT WEIGHT can do it. Write for details covering your problem.

*Checkweighing Fibreglas at the Owens-Corning plant in Newark, Ohio*

**Sales  
&  
Service  
from  
Coast  
to  
Coast**



941 W. FIFTH AVE. COLUMBUS 12, OHIO  
783 YONGE ST. Toronto 5, Canada

product families, this assumption seems tenable for broad analytic purposes.

Nevertheless, to the extent that productive effort is diverted to new products, additional industrial equipment would be required to manufacture the new items, and the demand for established products would be lessened. The total pressure on industrial capacity would not thereby be decreased, but it would be altered in character. The real question is the extent to which the introduction of possible new products could alter the general pattern of demand by 1950. As a footnote to this discussion, if the possible new products are fabricated from the same basic materials, the demand for such materials and hence the pressure on capacity in the industries supplying them might hardly be affected by the change.

### Capacity Needs and Investment

To move from estimates of physical capacity requirements to estimates of the dollar volume of investment outlay required is a difficult and hazardous step. First of all, some of the existing pressure on capacity could be relieved by widespread reductions in the work week. In the past, the American people have preferred to take part of their increased productive ability in more leisure rather than more goods. For a good part of the nineteenth century the common work day was 12 hours; before the First World War a 60-hour work week prevailed in many industries; by 1939 the average work week in all manufacturing was less than 40 hours.

Furthermore, it may be possible for capacity to expand to some extent without an equivalent expansion in investment outlays. During the twenties, for example, the volume of industrial production and capacity increased considerably despite the fact that outlays for plant and equipment by manufacturing industries did not exceed depreciation allowances by any considerable margin. As a result, total value of capital assets in manufacturing industries showed little change during this period despite a marked increase in production.

Despite these possibilities, it appears that any substantial expansion of industrial capacity in the next few years may require relatively large capital outlays. Here we again face the executive's di-



## 33 Years

For market information, and assistance in arranging trade connections in Central and South America, consult The Royal Bank of Canada. This bank has been established in this area for over 33 years. Branches in 19 of the principal cities are staffed by men who speak the language, know the people and their ways of doing business. They can open doors for you. Ask your local banker how we can work with him to serve your interests in this area.

HEAD OFFICE — MONTREAL

New York Agency —  
68 William St., New York 5, N. Y.

## THE ROYAL BANK OF CANADA

ASSETS EXCEED \$2,000,000,000

**Remington Rand bookkeeping machines**

## **reduce payroll administrative costs**

**for your organization**

**58,000,000 workers** in American industry today necessitate streamlined and mechanized payroll accounting for efficient administration. Whatever the size of your company, deductions for social security, withholding taxes, pension plans or insurance premiums mean that your payroll procedure must be accurate, fast, informational and controlled.

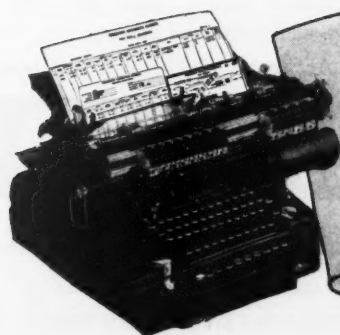
Remington Rand bookkeeping machines provide the special features to solve your payroll problems. Every form you require—payroll register, statement, pay check or envelope, individual earnings record, etc., is prepared at one operation.

Individual, adjustable registers accumulate each deduction separately. Cross computing registers compute and print the net pay automatically. Completely electrified alphabet, numeral and operating keys speed each operation. Checks are numbered, dated and "protected" automatically.

Let your Remington Rand specialist show you how this machine works on your payrolls. Write to Remington Rand Inc., Adding-Bookkeeping-Calculating Machines Division, Department DR, 315 Fourth Avenue, New York 10, New York

**Remington Rand**

MACHINES FOR MANAGEMENT

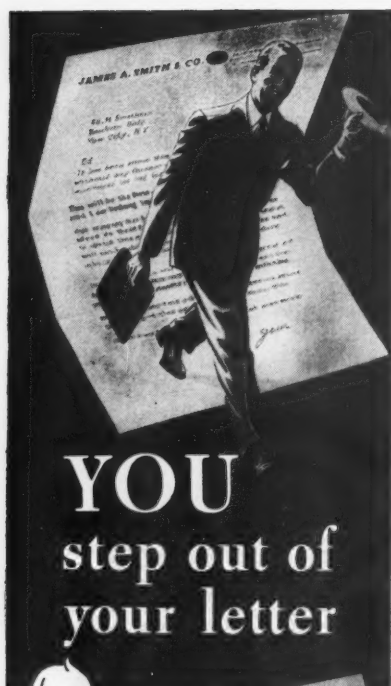


### **Whatever your size...**

**200 employees or 20,000 . . . complete electrification and balances computed and printed automatically are just two of the many Remington Rand features to help you eliminate waste effort in your payroll administration—give you extra facts and figures for departmental and management control.**







Yes . . . you *do* step out of your letter. The thoughts you express, the tone of your phrases, the way your letter is appointed, the paper on which you write—all these speak plainly of you. Lend distinction to your letters with fine new cotton content business papers "by Fox River". FOX RIVER PAPER CORPORATION, Appleton, Wis.

Cotton Fibre Bond, Ledger, Onion Skin  
"The more Cotton Fibre the finer the Paper"

**OUR WATERMARK**  
is your quality guarantee

Look through—  
the paper...  
see all three!



- 1 COTTON FIBRE
- 2 100 - 75 - 50 or 25%  
COTTON FIBRE CONTENT
- 3 MADE "by Fox River"

lemma. Expansion of capacity is usually undertaken in response to a relatively short-term favorable outlook, and it is frequently necessary if a firm is to retain its competitive position and its regular customers. But if markets later decline, the added investment usually means heavier overhead costs and a tighter squeeze between depressed prices and inflexible fixed charges. Not until we can insure against unexpected and disastrous declines in production levels can expansions in capital commitments be made with assurance that both long-run and short-run prospects for a profitable return are good.

In the short run, the pessimist has all too often been right in his view. In the long run, if the growth in industrial capacity which has been our main strength in both war and peace is to continue, the optimist will find his justification.

## FAIR DAY'S PAY

(Continued from page 13)

automobiles, refrigerators, radio sets, electric switches, etc.

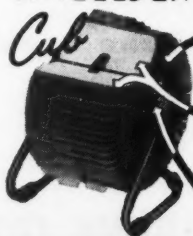
The two systems of incentive work and production line combined in the early twenties to produce the most rapid productivity increase this country has ever experienced. In the period from 1919 to 1939 the increase in output per man-hour brought about a 40 per cent drop in unit labor costs, thus permitting an average increase in hourly earnings of over 25 per cent and reduced prices to consumers.

These figures demonstrate the success of these various plans for production control based on the principle of a fair day's work for a fair day's pay. The improvement and refinement in production methods continued until the late 1930's.

After 1936, which is considered by many to be our most efficient year, the high efficiency of incentive plans commenced to slip. It is not mere chance that the period of this decline coincides with the large expansion of the labor movement in the United States.

Several factors have led to a deteriora-

## WHEELDEX



A thousand cards, each easily changed, none ever more than a finger-length away. Can't get lost or out of order.

Both sides of the Wheeldex card are visible, both sides useful without removal. Slot-punched cards slipped on or off at will. May be typed easily.

A clever stabilizer holds Wheeldex automatically steady for hand-free reading, yet permits free spinning rotation.

**THE 1000 CARD FILE  
OF A THOUSAND USES**

**NO BIGGER THAN YOUR PHONE AND JUST AS USEFUL**

Only imagination limits office, club and home use for Wheeldex Cub.

Send for FREE colorful, fully illustrated "Cub Use" booklet and sample card.

There are over 30 other Wheeldex units, large and small, for direct posted or reference records of every type. "WHEELDEX THE ORIGINAL" has been enthusiastically used throughout the U. S. for over 15 years. Send for complete Folder G-62.

The Wheeldex Cub, handsome in red trimmed black plastic with bright chromed steel base, is at home in all surroundings. Order yours today. Only \$17.50, F.O.B. factory.

**WHEELDEX MFG. CO., Inc.**  
61 PARK ROW NEW YORK 7, N. Y.

## PAVE THE WAY...

**WITH DIRECT  
ADVERTISING!**



Let our experts help you smooth the road to those hard-to-get-at customers.

Take the direct route—use specially designed letters, folders, brochures, catalogs, etc., to track down those elusive prospects. AHREND will handle all the details for you. Our service includes: planning, surveys, copy, art, printing, addressing and mailing.

Act today. For free consultation,

call

**MU 4-3411**



**D. H. AHREND CO.**

*Creative Direct Advertising*

333 EAST 44th STREET • NEW YORK 17

## HELPING TO MAKE

# Home Sweet Home



## — SWEETER!

● Be it ever so humble, it's going to be changed—and for the better. For new developments are in store for the home owner. Developments that will afford him new conveniences . . . greater comfort . . . increased economy.

United States Steel will play a key role in these innovations.

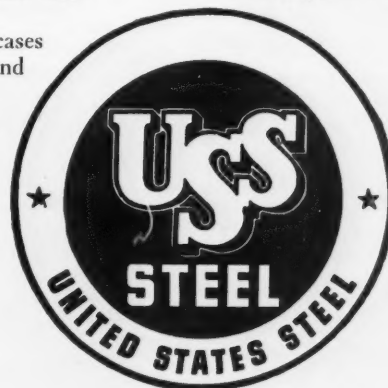
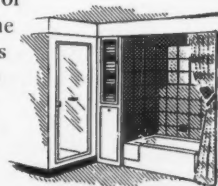
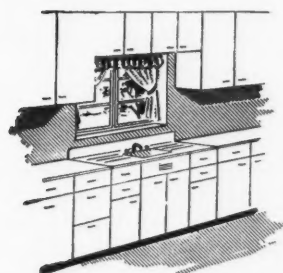
From its laboratories and mills will come the basic material for revolutionary all-steel cabinets for clothes, linens and general storage that will take the place of an entire wall—that will provide space for storing almost everything—that will mean more living room even in the smallest house—

Prefabricated shower cabinets, made of porcelain-enameled steel. And bathtubs of the same metal, which will have the advantages of much lighter weight and a lasting finish in varied colors—

Steel tiles and panels for both kitchen and bathroom walls, finished in stainless steel or porcelain-enamel in brilliant and lasting colors—

Prefabricated steel staircases which will be easily installed and fireproof.

And so far as the steel is concerned these products will deliver top performance. For they will bear the United States Steel Label—the label that is known by millions as the guide to quality steel.



## UNITED STATES STEEL CORPORATION SUBSIDIARIES



## *There's food for thought*

### IN THIS BOOKLET

It tells how hundreds of businesses . . . large and small . . . have discovered the high cost of doing office folding jobs by hand . . . and how machine folding has solved the problem. It shows how one girl, with a Davidson Folding Machine, can, in a few hours, do the work of 10 to 20 girls working overtime.

Perhaps you haven't considered this expense . . . but it's there every time you take a group of employees from their regular duties to fold monthly statements, bulletins, advertising literature, etc. Perhaps the importance of prompt mailing hasn't occurred to you . . . but it is often most important . . . and it can be done . . . easily and economically.

Better get a copy of this booklet. We'll gladly send it . . . without obligation.

*Send for it today*

DAVIDSON MANUFACTURING CORP.  
1038-60 W. Adams St., Chicago 7, Ill.



Davidson Sales and Service Agencies are located in principal cities of U. S., Canada, Mexico, and foreign countries.

# Davidson

## FOLDING MACHINES

A GENERATION OF EXPERIENCE IN THE MANUFACTURE OF OFFICE EQUIPMENT

tion of incentive plans and productive effort. The war with its tremendous demand for manpower brought inexperienced and inefficient workers into industrial plants. Normal output standards could not be applied to such workers. Some companies made the serious error of easing their standards to give higher earnings and attract additional workers. Plant-wide incentive plans were introduced in companies like Grumman Aircraft, Electric Boat Company, and others in late 1943. These plant-wide plans had the failing that the individual worker was far removed from the "task" that was set. He could not see a direct relationship between his output and his reward.

Many companies weakened the effect of their incentives by including indirect workers such as crane men, storekeepers, sweepers, truckers, inspectors, and the like. Frequently this inclusion resulted in a flat percentage or bonus added to the weekly earnings, a percentage which most such companies now discover is a fixed part of their wage structures.

In the past few years, flat increases have been added to piece work earnings of workmen. These have amounted to as much as 50 cents an hour in some plants, forming a substantial part of the workman's pay. The guaranteed day rate plus this 50 cent bonus is so large as to overshadow the amount proportioned to incentive effort. The urge to produce is not so great as before.

### Collective Bargaining

The greatest step in the weakening of incentive systems was when they were brought into collective bargaining. The scientific approach to determining a fair day's work begun by Frederick W. Taylor was replaced by an approach based on compromise and determined by a trial of strength at the bargaining table.

A labor union, by its very nature, is not in a position to take the responsibility of setting proper standards. Unless a union leader is a fool—and few of them are—he will not risk grievances from his membership with respect to standards of output where he participated in their determination. When the union is granted an equal voice in the setting of rates, the union representative must play it safe for his own protection.



*Ecusta Papers*  
*Make Messages Look*  
**IMPORTANT**



FINE FLAX WRITING

LINEN FLAX WRITING

FINE FLAX AIR MAIL

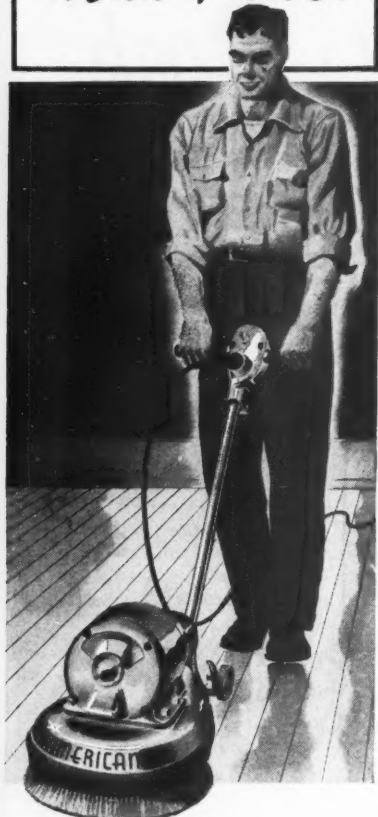
FLAX-OPAQUE BIBLE AND PRINTING PAPERS

BOXED TYPEWRITER PAPERS

*Ecusta Paper Corporation*

PISGAH FOREST, NORTH CAROLINA

**HERE'S  
MACHINE-POWER  
THAT *Saves*  
Man-Power**



Here are "four machines in one" to help you *save labor, cut costs* and keep floors *right!* American DeLuxe Floor Maintenance Machines are speedy and powerful for steel wooling, polishing, scrubbing or disc sanding. Easy to operate...dependable...for all types of floors. Sizes include brush spread of 13, 15 or 17 inches. Write for details. The American Floor Surfacing Machine Co., 536 So. St. Clair St. Toledo, O.

*Floor Machine Manufacturers  
Since 1903*

*Specify*  
**AMERICAN**  
*DeLuxe* FLOOR MAINTENANCE  
MACHINES

The standards upon which incentive systems rest must be determined objectively and not from a trial of relative bargaining strength. The suspicion with which many workmen already view company set standards can only be confirmed if—without any justification other than union pressure—standards are changed through bargaining. Standards should be set objectively and challenged on the basis of objectivity alone.

Although there are many plants where incentive systems are still fairly effective, a fair appraisal of the whole field of incentive application indicates that such systems have lost much of their original effectiveness.

The question may be asked how to abandon or improve one of these wage incentive plans that has gone astray and gotten out of hand. The only solution I know is mutually to agree to place the plan back to a sound basis, using scientific methods and procedures of the past. Unless this is done, both the plant and the worker are going to be hurt.

#### Fixed Hourly Rates Only

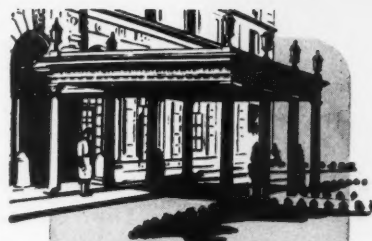
There is an equally important group in industry who are now paying fixed hourly rates without any incentive plan or a measured work system. The question these companies are asking is, "How are we to obtain a fair day's work for the high hourly rates which we pay?"

Without some standard to serve as a work measurement, the output of any worker tends to fall to the level of the poorest of the group. A good workman soon wonders why he should produce more work in a day than a poor, lazy, or indifferent workman who receives the same rate.

Since, under the single day rate system, his earnings are not adjusted to his output, the natural reaction is to adjust his output to that of the less efficient worker. If he has and desire to produce at a higher rate, he is soon discouraged by his associates.

I believe that the answer to this problem is to set up standards of performance and adjust the hourly rates of individuals up or down in accordance with their output; in other words, measured day work.

A sound measured day work plan has



*Chosen by leaders  
of industry and  
finance for its  
incomparable  
hospitality*

THE **Carlton** HOTEL  
*Air Conditioned*

FRANK E. WEAKLY, President  
WASHINGTON, D. C.

#### HOUSE ORGANS



Ask for a free copy of our monthly 16 page good will builder, containing the original observations of Homer Twill.

HOMER TWILL PUBLICATIONS  
440 Whitaker St. Savannah, Ga.

#### 31,791 MANUFACTURERS

DUN'S REVIEW REACHES  
THE PRESIDENTS AND  
TOP EXECUTIVES OF  
31,791 MANUFACTURERS.

**"AHEAD** \$50 a month, in our shipping room," say users of Marsh Stencil Machines, Brushes, Inks! Three sizes to meet Gov't Spec., 1", 3/4", 1/2". Pin this to business letterhead for free sample stencil, shippers' handbook, prices.

MARSH STENCIL MACHINE CO.  
62 Marsh Building  
Belleville, Ill., U. S. A.



# "Holland Calling"

The undermentioned Trade Representatives and Traders in Holland are interested in establishing business relations WITH YOU. Direct all correspondence to these concerns at addresses given. This is a paid advertisement.

ALHAMEX, Berkenrodenlaan 20, Amsterdam, Zuid II. Cable: Alhamex, Amsterdam. Minerals, metals, chemicals, residues, semi-finished products.

ANKER EMAILLEFABRIEKEN N. V., SOEST-HOLLAND. ENAMEL WORKS.

MANUFACTURERS OF ALL KINDS OF KITCHEN GOODS AND HOLLOWWARE. AT QUALITY. "WHITE CAT" BRAND. BOOM-RUYGROK LTD., Printers and publishers, Harlem, Holland. Make first-class printing works, also for export, are at the same time publishers of many trade journals a.o. *De Auto*; *Vliegwereld*; *Weekblad Voor de Vakgroep Smederij*; *Textiel & Mode*; *Elegance* (for the modern woman); *Piga* (cosmetic); *Bloembollencultuur*. Advertising rates are sent on application.

VAN DEN BOS HANDELSCOMPAGNIE, 105, Parkstreet, The Hague (Holland). Export department offers foodstuffs and all special Dutch products. Import department asks for sole agencies foodstuffs.

N. V. BOTEMY, Nieuwe Prinsen Gracht 27, Amsterdam. Cable: Botemy, Amsterdam. Manufacture of the "Ever Yours" Beauty Products and "1000 Weeks" Girls Cosmetics. Specialized for export to all countries of the world. Sole agents wanted.

C. VAN DER BURG & ZONEN, Vlaardingen. Exporters of selected Dutch herrings all over the world. Agents wanted. Manufacturers of wooden barrels of any capacity and also of staves, headings and hoops. "CHEMPHAR" CHEMISCH PHARMACEUTISCHE HANDEL MY, N. V., 228 Kelzersgracht, P. O. Box 657, Amsterdam-C. Importers and Manufacturers. Representatives of chemical and pharmaceutical products.

N. V. DAARHOUWER & CO'S HANDELSMAATSCHAPPIJ, Heeren-gracht 223-225, Amsterdam. General exporters to all parts of the world. New connections solicited.

JAN DON & CO., Vlaardingen. Cable address: Jadoco. Selected Holland herrings.

H. DEN DONKER, P. O. Box 274, Rotterdam. We want agency in raw and manufactured chemicals, also in gums, wax, rosins, etc.

DONOR TRADING COMP., P. O. Box 3001, ROTTERDAM. Importers of shooting, camping and sporting articles, gloves and leatherware, cutlery, toys, await offers from manufacturers.

J. C. VAN DORP & ZONEN, Vlaardingen, Holland. Cables: Vandorp Vetteoordskade Vlaardingen. Exporters of Holland-Herring since 1891. Agents wanted.

JAC. DEN DULK & ZONEN (Est. 1871), Scheveningen. Cable address: "Visch." Salt and smoked herrings. Finest quality.

ECONOMISCH ADVISEURBUREAU F. HALVESTEAD, HEERENGRACHT 568, AMSTERDAM-C. CABLE ADDRESS: ECONABURO. INTERMEDIARY FOR GENERAL IMPORT AND EXPORT. SPECIALIZED FOR COMPENSATION TRANSACTIONS.

ADRIANUS VAN DEN EELAART, Schiedam (Holland), Korte Haven 25-29. Distillers and liqueur manufacturers since 1697. Where not represented importers and agents demanded.

ERIKS' PAKKING & RUBBER, Alkmaar, Holland. The best introduced firm in Holland for high quality packings jointings, and sundry goods for engineer's use, invites offers and quotations for special or patent products for industrial use.

"EUROPE" Intern. Manufacturing and Trading Co. Ltd., Amsterdam, Kelzersgracht 285-287. Cable: Admistra Amsterdam. Manufacturers of hardware and costume dolls. Exporters of Dutch cigars and tobacco, Geneva and liquors, textiles and dyestuffs. Importers and agents demanded.

FORUM-BANK, N. V., Amsterdam, Heerengracht 444. Merchant bankers, members of the Amsterdam Stock Exchange.

DE GROOT, Potterstraat 4, Utrecht (Holland). Import and export of ladies' novelties.

G. HOOGERWERE, Vlaardingen (Holland). Cable address: Egooh. Salt herrings. Export to all countries since 1869.

E. HUNES, Baarn (Holland). Representative for Holland of Francoeur, Paris, and Etablissements Kuhlmann, Paris.

N. V. IMPRIMEX INDUSTRIE-Producten Im- en Export, Amsterdam, Heerengracht 554a. Manufacturers representatives, importers and exporters of iron-metal and woodworking machines, technical goods, iron- and metal semi-products.

INKU, Heerengracht 503, Amsterdam. Manufacturer's agents. Export from Holland: Roofing of bituminized felt, paints and varnishes, phenolic glue. Affiliate: P. J. Veelo, exporters cigars, liquors, etc.

KAHAN, N. V. BUTTON WORKS, HEERENGRACHT 20, AMSTERDAM. BUTTONS AND BUCKLES.

KOELRAD N. V., Gravenstraat 22, Amsterdam, Holland. Old established firm in Holland, interested in domestic and commercial machinery, refrigeration, washing machines, radio sets, records, etc.

C. KORNAAT'S HANDELSMAATSCHAPPIJ, Established 1775, Vlaardingen, (Holland). Export of salted and smoked herrings.

KWANTEN, Postbox 205, 's-Hertogenbosch (Holland). Chemicals. Shoe-dressings, Athlete's Footpowder.

MELCHERS & SANDBERGEN, and FRANS VAN MIERRISSTRAAT

99, Amsterdam (Holland). Cable address: Mesametaal. Importers and exporters non-ferro scrap metals, residues, ores, chemicals and allied products.

MERREM & LA PORTE, N. V., Amsterdam. Technical office since 1870. General importers and exporters. Iron and steel, non-ferrous metals, technical goods.

MICHEL' WASFIGUREN EN INSTALLATIE MAGAZIJNEN, Huidekoperstraat 25-27, Amsterdam (Holland). Manufacturers and exporters of high class display mannequins in hardened composition with inserted natural hair.

For publicity in Holland, three leading magazines: "Moeder & Kind"—"Victorie"—"Film & Theater." Publ. Cy. "De Internationale Pers." Heerengracht 545-549, Amsterdam-C.

DE MUINCK & CO'S, Handelmaatschappij, Amsterdam, Kloveniersburgwal 47. Cable: Munckij. General exporters and importers.

V. S. OHMSTEDE, Paulus Potterstraat, Amsterdam. Importers of tool-machinery seeks agencies for lathes, milling-machines, shapers, automatic lathes, grinders. Buying on own account, exhibiting national Dutch fair March 1947.

H. ONKENHOUT, Kelzersgracht 254, Amsterdam (Holland). Cable address: HAKON, Amsterdam. Importers and exporters non-ferrous metals, steels, tools, hardware, etc.

"PENTO" COSMETIC, Gietstraat 5-7, Amsterdam-C. Cable address: Pento, Manufacturers of all kinds of cosmetic products, i.e.: Toothpaste, shaving cream, powders, creams, lipsticks, lotions, brilliantine, haircream, shampoos.

W. A. PESCH JR., Keileweg 22, Rotterdam. Importers of fish meal, meat meal, vitamin oils, brewers' yeast, alfalfa, rice bran, pollards, cereals and by-products.

P. PETERSEN—CHEM. & PHARM. PRODUCTEN, Amsterdam. Cable address: Anorga. Are open for suitable products—as manufacturers' representatives—in the following lines: Chemicals (for technical use), plasticizers, solvents, etc.

J. POLAK'S ENGROSHANDEL, KLOVENIERSBURGWAL 19, AMSTERDAM-C. (HOLLAND). WHOLESALERS, EXPORTERS AND IMPORTERS OF WOOLLEN, COTTONS, SILKS, RAYON AND OTHER PIECE GOODS.

FIRMA EMIEL DE RAAY, Damrak 53, Amsterdam (Holland). Telegrams: EMIRA, Amsterdam. Exporters and importers of rags for textile manufacture and paperstock, wiping rags, used clothing, over issues, manufacturers and exporters of flocks for upholstery and of regenerated wool for respinning.

RENO HANDELSMAATSCHAPPIJ N. V. (Reo Trading Co. Ltd.), Amsterdam, 33 Weteringschans. Importers of medical and surgical goods of all descriptions, electromedical and X-ray apparatus, glass bottles and laboratory glassware. Invites offers from U. S. A. and Canada.

ROBA Metallurgische Handelmaatschappij N.V. van Baerlestraat 76, Amsterdam (Holland). Cable address: ROBASCRAPE. Wholesale dealers, importers and exporters. Iron and steel, non-ferrous metals, ore, chemicals—iron and steel, ferrous and non-ferrous metals scrap.

RUTTEN'S DISTILLERY, P. O. Box 26, Schiedam, Holland. Manufacturers of the famous very Old Geneva "The Black Prince" Schiedam Schnaps, liqueurs and dry gin.

F. VAN DER SLOOT, Amsterdam (Holland), N. Z. Voorburgwal 96, est. 1895, Importers and agents in gent's hats, ties, collars, etc., want connections with manufacturers various countries, also compensation business.

DR. E. J. SWAAB'S VEREENIGDE FABRIEKEN, Groenburgwal 39-43, Amsterdam. Manufacturers of all cosmetic articles as well as perfums and lotions. French style, delivery exclusively for export, in bulk package designed for packers.

E. & L. DE SWAAN, Wittenburgergracht 1-3, Amsterdam. Cable address: Swanex. General importers and exporters for the U.S.A. and Mexico. We are interested in new connections.

TECHNISCHE HANDELSONDERNEMING E.T.A.H. A. RUTTEN, Baachstraat 17, Amsterdam (Holland). Want to represent or have sole selling rights for Holland in the line of electrical and radio equipment.

TRANSANDINE HANDEL MAATSCHAPPIJ, Amsterdam Heerengracht 106. Cable address: "Habillitas." Merchant bankers, members of the Amsterdam Stock Exchange.

FABRIEK VAN DASSEN-SHAUW'S EN NOUVEAUTES' "LUCKY" JODENBREESTRAAT 14, AMSTERDAM.

MANUFACTURERS OF TIES AND SCARVES. EXPORT.

WALDORP RADIO LTD. Import Department, The Hague, Holland. Wish to get in touch with manufacturers of machines and apparatus for domestic purposes.

F. WILL & CO., Amsterdam. Cable address: Willchemie. Established 1924. Chemicals, solvents, plasticizers, pharmaceuticals. (Sister company in Brussels.)

VAN DER WOUDE & FARISCH, Amsterdam, Rokin 30. Exporters of rails, tipping wagons, sugar cane and sisal cars, locomotives, electric and diesel motors, steel sheets and all raw material made of iron and steel, tugs, paints and enamels, etc.



## AL HOTEL VICTORIA

AMSTERDAM (HOLLAND)

FAMOUS FOR FRIENDLINESS

You guessed it! "AL" means—

**"Amsterdam's Largest"**

RESTAURANT OF NATIONAL DISTINCTION

AMERICAN BAR

### ARGENTINA

SALES AGENCY invites MANUFACTURERS of Machinery, Tools, Electrical Supplies, Cutlery, Toys and Novelties. Selling Agents in all bigger cities of the Country. Reference: THE ROYAL BANK OF CANADA, New York.

### EMILIO REIK

CASA BELGICA PARAGUAY 631, BUENOS AIRES

---

### THE POLARIS COMPANY

*Designed for World Service*

IMPORT & EXPORT REPRESENTATIVES

Combination Export Management

Electric Motors • All Types of Machinery

Appliances • General Merchandise • Novelties

INQUIRIES INVITED

619 Perry Bldg. • 1530 Chestnut St.

Philadelphia 2, Pa., U. S. A. • Cable: SILARO

## LOBO & WIJNBERGEN

Incorporating J. van Breukelen

2 Prof. Tulpstraat  
(opposite Amstel Hotel)

### AMSTERDAM, HOLLAND

Cables: LOWYCO, Amsterdam

Import Department since 1927, automotive—industrial—and connected fields.

Export Department vast export experience.

Special organization adapted to Guided Economy System.

**WANT TO EXTEND CONNECTIONS.**

Offers and enquiries invited.



## BUSINESS IN MOTION

### *To our Colleagues in American Business...*

One of the healthy things about American business is the way we exchange information about methods. Let two executives, or engineers, or superintendents get together, and you can be sure that anything that is not secret will be discussed. In this important, friendly way we share our knowledge. Engineering societies and the business and technical press are likewise great spreaders of helpful information.

Yet the fact is that what is best in one case may not be best in another, even though the problem may seem to be identical.

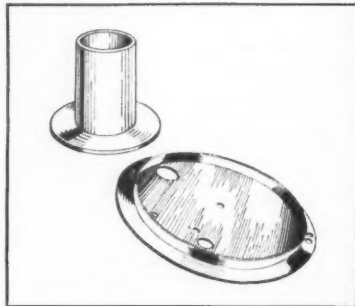
Take two recent cases, both involving flange formation. One was a top for a milking machine. The obvious method of obtaining a flange would seem to be to roll a ring and solder or braze it on, but the manufacturer wished to avoid any possibility of chinks and crevices to catch dirt. So it was decided to make the flange integral.

In cooperation with the manufacturer, Revere designed a cutting tool that would not only machine a slot in the edge of a brass disc, but also turn up the metal at an angle of about 45 degrees on one side of the slot. Next, the deformed edge was rolled up at right angles. And finally, the flange was machined down to correct height. The proper tools, the right alloy and the correct temper made this ingenious method practical and economical.

The other case developed in exactly the opposite way. A small machine part in the form of a tube with a flange was being machined out of solid brass bar.

resulting in considerable scrap. Revere studied the part, and found no necessity for an integral flange from the standpoint of strength, performance, fit or assembly. The recommendation was: make it out of brass tube, cut the flange out of strip, and braze the two together. Obviously, the recommended method of production required much less machine time, was more economical, and scrap was reduced to the small amount remaining in the strip after cutting the flange.

Flanges can also be produced by such methods as stamping or drawing, rolling or spinning. Sometimes it may be difficult to decide which to choose. The apparently simple matter of a flange may not be so simple after all, and what one company does is not necessarily the best for another firm or product.



Although these two interesting cases seem diametrically opposed in method, there is one respect in which you will notice a resemblance — in each, the manufacturer called upon his supplier for suggestions, and got them. This single point of resemblance is interesting because it points up what we at Revere have always believed, that the outside viewpoint of a supplier is so valuable as to make it well worth while to regard him as an insider on problems concerning his materials. That is true not only of the metal business, but of every other industry. If you are a manufacturer, it will pay you to talk over your problems with the people from whom you buy, and for that matter, with the firms which desire to sell to you.

**REVERE COPPER AND BRASS INCORPORATED**  
Founded by Paul Revere in 1801

★ ★ ★

Executive Offices:  
230 Park Avenue, New York 17, N. Y.

three prerequisites. The first is a careful program of job evaluation by which the relative values of the various jobs are determined by comparing the skill, responsibility, effort, and working conditions inherent in them.

The second prerequisite is the careful establishment of measures of output for each operation. Again, you see the definition of a fair day's work. These must be established by scientific methods and not by mutual consent nor by collective bargaining.

### Rate Adjustment

The third prerequisite for such a plan is a provision for an employee's rate to be adjusted up or down according to his output. For instance, the drill press operator who turns out the standard number of pieces over a period of time will receive the standard rate established by job evaluation; the operator who regularly produces an amount exceeding the standard by a certain percentage will be paid a premium rate; the operator who falls short of the standard will receive a rate lower than standard; and the operator who regularly fails to produce a certain minimum output will be removed.

There are a few plants, particularly in heavy industry, where the work is not sufficiently repetitive to justify any premium plan. This is particularly true in the case of a large shaft which may require two weeks to machine. In such plants it will be necessary to set up standards of allowed hours based on past experience and implement those standards with first-class management supervision. Mechanics who do not meet those standards are either dismissed or derated to a lower classification.

To sum up, output per man-hour is not increasing. Even before the two rounds of general increases, labor costs per unit were rising rapidly. The increases of the past two years cannot be offset by increased productivity for some years to come, even if we again achieve outputs at the highest rates obtained in preceding decades. Since the only source of higher real wages is increased output, we must bend every effort to the end that output per man-hour increases.

To do this we must get back to the fundamental principle of "a fair day's

Reminder:

Get in touch  
with the Chase  
about Pension  
and Profit-Sharing  
Plans

**THE CHASE NATIONAL BANK**

**OF THE CITY OF NEW YORK**

Pension Trust Division

11 BROAD STREET

Telephone HANover 2-9800

NEW YORK 15

## "Doc" Hetz "The Factory Mortician" Says:—



The Emblem of Service

"Have you noticed the Ford housecleaning? Grandfather, it seems, took excursions into sideline activities, if the cause was considered worthy. Now, Grandson seems to be liquidating all activities not directly contributing to producing a better and cheaper car at a profit. We're putting our money on Henry II. Maybe we can help you in a similar program. Confidential consultations and inspections without obligation. Thanks."

**HETZ CONSTRUCTION CO., 2425 W. Market St., Warren, Ohio**  
The best name in industrial reclamation—Purchasers of Buildings, Land, Equipment, Materials, Intangibles, Milltowns, etc.

**AUCTIONEERS—APPRAISERS—LIQUIDATORS**



**when DIRECTION makes**

**all the difference**

Your sales program may have the power of a high calibre rifle, but unless it is aimed in just the right direction, you're not getting maximum effectiveness.

If you're interested in business studies that point the pattern of your distribution and sales promotion squarely at your market opportunities, you'll want to read the free folder: "Marketing and Research Services for the Business Man Who Plans Ahead."

**Just clip and mail the coupon today!**

Marketing & Research Division  
DUN & BRADSTREET, INC.  
290 Broadway New York 8, N. Y.

Please send me, without obligation, a free copy of your folder.

(Name)

(Company)

(Address)



pay for a fair day's work." For various reasons, incentive plans—so effective in prior years—have been weakened and distorted. Single hourly rates without any measure of productivity do not assure a fair day's work in exchange for the wages paid.

Where incentive systems are still in use, they must be brought back to a sound basis.

Where day rates are the rule, they should be established by sound job evaluation, coupled with standards of output. The workman's performance is to be measured against that standard.

Such a program is the main hope for the next decade. A fair day's work is again defined and not as a meaningless generality. One of the programs outlined can be applied to any type of industrial plant. Production and productivity will increase to serve as a counter move against the inflationary push of rising unit labor costs.

### Labor Force Must Produce

America has reached a point where everyone can be provided with a decent living. We have more than enough industrial and agricultural capacity to support a large increase in total production. The only limiting factor is the willingness of our labor force to produce. If we can meet the challenge of productivity, we can move on toward constantly rising living standards for everyone. Never before has a nation been so close to abolishing poverty and to meeting all the material demands of its citizens.

The leaders of labor must support such a program of increased production unless they deliberately ignore the effects of inflationary wage rates upon the workman's standard of living.

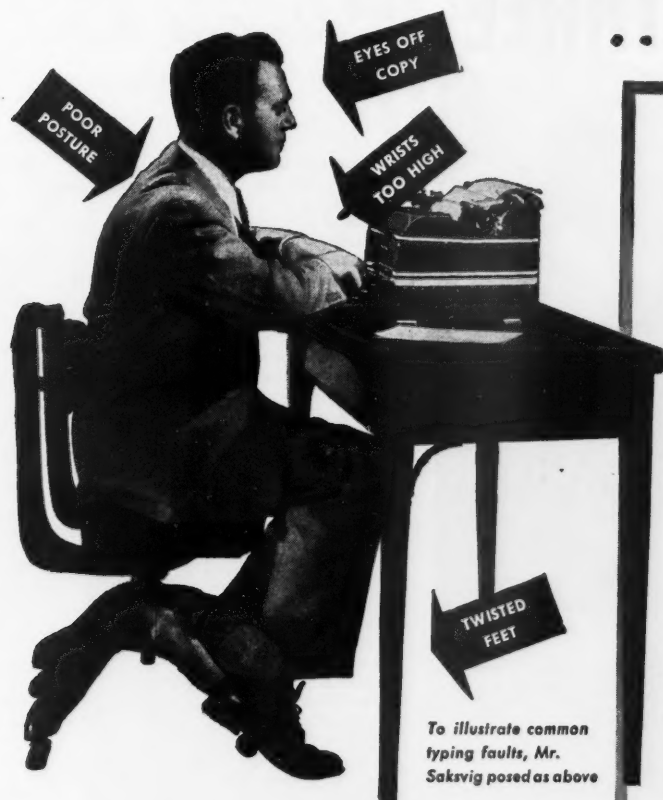
There are already indications that our great factories will be more productive in this year of 1947 than in any period since 1940.

I am sufficiently an optimist to predict that the increasing trend of wages in the face of stationary or declining productivity has reached its peak and that the next decade will show a definite increase in the output per man-hour. Management must obtain greater production. Labor must co-operate to this end. The result will be to translate into real wages the increases obtained in the past two years.



# The 4 most common typing faults

... and how to avoid them!



To illustrate common typing faults, Mr. Saksvig posed as above

NORMAN SAKSVIG, authority on speed techniques and former champion, comments on the correct techniques pictured below...



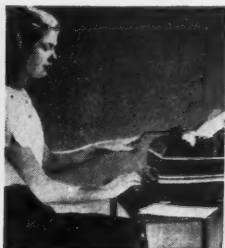
**"GOOD POSTURE** saves backache, eyestrain, and fatigue. Feet firm, back supported, wrists slanted, fingers curved, eyes on copy."



**"WRISTS** relaxed and slanted about parallel with keyboard; fingers should be curved and resting lightly on the guide keys."



**"CORRECT FINGERING** means 'hugging the keys.' Avoid raising hands above keyboard, which causes fatigue, loss of speed."



**"START** carriage with crisp throw, let momentum do the rest. Return left hand to guide keys. Don't look away from copy."



## TRY SMITH CORONA'S AUTOMATIC MARGIN SET

With one hand, as shown, set both right and left margins with flick of the index finger...it's fast (actually less than one second) yet simple. Saves

time. See this 'line of light' photo of operation—one hand, both margins set, hand back on keyboard. Figure that saving in a day's typing!

*The only office typewriter with this exclusive feature*

**I**T WILL pay you to ask for demonstration of this unique Automatic Margin Set.

Also, see how quickly tabulator stops are set and cleared, how accurately the ratchet release operates, how closely the feed rolls grip the paper. In short, discover not only the speed, but the easy action and complete equipment of this finely-engineered machine.

Any Smith-Corona branch office or dealer can give you the story.



## SMITH-CORONA

OFFICE TYPEWRITERS

Makers also of famous Smith-Corona Portable Typewriters, Adding Machines, Vivid Duplicators & Typebar Brand Ribbons & Carbons.

# SOUNSCRIBER SPEEDS

## .. Correspondence **ALL THREE**

## .. Telephone Calls

## .. Telegrams



**1** You're dictating a letter to your SoundScriber. The phone rings. It's a customer on long distance. You drop a 15-minute SoundScriber disc—flexible, feather-light—right on top of the 30-minute disc on your SoundScriber turntable and record this important call.



**2** The customer gives you a firm order for certain materials. You agree on prices, specifications and delivery instructions. Both sides of the conversation are recorded *permanently* on the 15-minute disc.



**3** You put still another SoundScriber disc on the turntable—a 4-minute disc, right on top of the telephone recording disc—slide the recording head over and dictate a telegram to your factory, or instruct your secretary to get the order in the works, with the telephone recording as confirmation.

Then you resume your routine dictating on the 30-minute disc right where you left off a few minutes before. Want to refresh your memory? Play back the last few words, a whole paragraph, or the whole letter. The light beam indexer tells you exactly where to resume recording.

Within this time—five minutes or so—an important piece of business has been transacted from beginning to end. A complete, permanent running record has been made of every detail of the transaction, every instruction for its execution. And you completed the job—

with one-man efficiency and dispatch, with a minimum of interruption. Nowhere in the world will you find business communication on such a split-second, time-saving, high efficiency basis... except in thousands of other offices where SoundScriber electronic disc dictation is the mainstay of business communication.

There is a great deal more to the SoundScriber story... facts and figures that prove it the most economical, efficient business machine you could have in your office. Send the coupon today for the complete SoundScriber story.

First in disc dictation

**SOUNSCRIBER**  
Trade Mark

First electronic dictating system

The SOUNSCRIBER CORPORATION, Dept. D-9  
New Haven 4, Connecticut  
Please send me the complete SoundScriber story.

NAME \_\_\_\_\_  
COMPANY \_\_\_\_\_  
ADDRESS \_\_\_\_\_  
CITY \_\_\_\_\_ STATE \_\_\_\_\_

## Advertiser's Index

(Advertising Agency)

|  | PAGE      |
|--|-----------|
| AHREND COMPANY, D. H.                        | 68        |
| ALBERTA, INDUSTRIAL DEVELOPMENT BOARD        |           |
| OF   |           |
| Harold F. Stanfield, Ltd.                    | 51        |
| ALEXANDER HAMILTON INSTITUTE                 |           |
| Walter M. Swertfager Co., Inc.               | 59        |
| AMERICAN CREDIT INDEMNITY COMPANY            |           |
| Van Sant, Dugdale & Co.                      | 58        |
| AMERICAN FLOOR SURFACING MACHINE CO., THE    |           |
| Beeson-Faller-Reichert, Inc.                 | 72        |
| AMERICAN PHOTOCOPY EQUIPMENT CO.             |           |
| Arthur Meyerhoff & Co.                       | 62        |
| AMERICAN SURETY GROUP                        |           |
| Albert Frank-Guenther Law, Inc.              | 47        |
| "AUTOMATIC" SPRINKLER CORPORATION OF AMERICA |           |
| Meek & Thomas, Inc.                          | Cover II  |
| AUTO-TYPIST, THE                             |           |
| Paul Grant, Advertising                      | 32        |
| BANK OF NOVA SCOTIA                          |           |
| Harold F. Stanfield, Ltd.                    | 50        |
| BANK OF TORONTO, THE                         |           |
| McConnell, Eastman & Co., Ltd.               | 52        |
| BLECH AIRCRAFT CORPORATION                   |           |
| Erwin, Wasey & Co., Ltd.                     | Cover IV  |
| BROWNELL, H. RUSSELL                         | 54        |
| BUSINESS RESEARCH CORPORATION                |           |
| Buchanan & Company, Inc.                     | 62        |
| CANADA CALLING                               | 48 and 49 |
| CARDMASTER CO.                               |           |
| Paul Grant, Advertising                      | 50        |
| CARGO PACKERS                                |           |
| George H. Martin, Advertising                | 56        |
| CARLTON HOTEL                                |           |
| J. M. Hickerson, Inc.                        | 72        |
| CHASE NATIONAL BANK, THE                     |           |
| Albert Frank-Guenther Law, Inc.              | 75        |
| CHESAPEAKE & OHIO RAILWAY                    |           |
| Kenyon & Eckhardt, Inc.                      | 81        |
| COMMERCIAL CREDIT COMPANY                    |           |
| Van Sant, Dugdale & Co.                      | 80        |
| DAVIDSON MANUFACTURING CORPORATION           |           |
| Almon Brooks Wilder, Inc.                    | 70        |
| DE WALT PRODUCTS CORPORATION                 |           |
| Wildrick & Miller, Inc.                      | 79        |
| DICTAPHONE CORPORATION                       |           |
| Young & Rubicam, Inc.                        | 61        |
| DIEBOLD INCORPORATED                         |           |
| McCann-Erickson, Inc.                        | 41        |
| DOUGLAS-GUARDIAN WAREHOUSE                   |           |
| Merrill-Anderson Co.                         | 46        |
| DURA PLASTICS, INC.                          |           |
| Vanguard Advertising                         | 54        |
| ECUSTA PAPER CORPORATION                     |           |
| Fred Rudge, Inc.                             | 71        |
| EXACT WEIGHT SCALE COMPANY, THE              |           |
| J. W. Sieverling                             | 66        |
| EXECUTONE, INC.                              |           |
| Joseph Katz Company, The                     | 40        |
| FLINT & HORNER                               | 54        |
| FOX RIVER PAPER CORPORATION                  |           |
| Scott-Telander                               | 68        |
| GREAT BRITAIN CALLING                        | 65        |
| HANSEN MFG. CO., A. L.                       |           |
| J. M. Haggard Advertising                    | 45        |
| HEARNE BROTHERS                              | 54        |
| HETZ CONSTRUCTION CO.                        |           |
| Meek & Thomas, Inc.                          | 76        |
| HOLLAND CALLING                              | 73        |
| HOMER TWILL PUBLICATIONS                     |           |
| Southeastern Adv. Agency                     | 72        |
| HOTEL VICTORIA                               | 73        |
| HUMBOLT COUNTY PLANNING COMMISSION           |           |
| L. C. Cole, Advertising                      | 54        |

# SPECIALIZING in this famous saw

## has been our business for 25 years



This marks the 25th year DeWalt has been specializing in making this famous saw. We created it. We perfected it. We've built more than 70,000 units. It's the only equipment we've ever made.

The new era in woodworking — in all types of industries — will demand a machine like DeWalt.

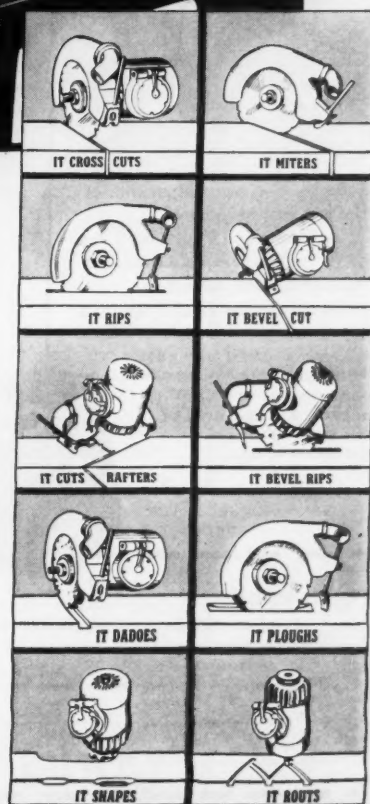
This versatile, all-purpose power saw is the machine you should consider first for your cutting needs. It is ideal for general carpenter maintenance in or outside the plant, for crating and boxing, for pattern work, or for general woodworking.

DeWalt's entire production is devoted to building these saws. That's why deliveries are excellent with preference given to help ease urgent industrial needs and the housing shortage.

Write for a copy of the DeWalt catalog, and discuss this machine with your technical men. DeWalt, Inc. 279 Fountain Avenue, Lancaster, Pa.

# DE WALT

powered by the DeWalt-built "life-time" motor





Does  
your  
business

## NEED MORE MONEY QUICKLY?

Our Commercial Financing Plan gives you *more money* than usual sources will lend. Yet you may find the cost of using our Plan so low that you would have to secure a rate of 4% per annum, or less, on a commercial time loan to keep the cost comparable. That's why manufacturers and wholesalers have used the plan to a total of more than *One Billion Dollars* in the past five years . . . and why more than three times as many business firms have adopted it in 1947 as did during the same period of 1945.



Mail coupon below for our new book, "A Better Way to Finance Your Business." Gives dollars and cents comparisons of the low cost of money under our Commercial Financing Plan vs. Time Loans. Gives case histories, facts, figures. No cost. No obligation. Mail coupon to the nearest office listed below.

COMMERCIAL FINANCING DIVISIONS:  
BALTIMORE 2, NEW YORK 17,  
CHICAGO 6, LOS ANGELES 14,  
SAN FRANCISCO 6,  
PORTLAND 5, ORE.



Gentlemen:

Send me "A Better Way to Finance Your Business." This does not obligate me in any way.

Name.....

Address.....

City.....Zone.....State.....

OFFICES IN MORE THAN 300 CITIES OF THE UNITED STATES AND CANADA

|   | PAGE         |
|---|--------------|
| INDUSTRIAL PALLET CO., INC.<br><i>Harry Hurst, Advertising</i> .....  | 46           |
| INDUSTRIAL TOOL & DIE WORKS<br><i>Henry A. Loudon, Advertising</i> .....  | 37           |
| INTERNATIONAL NICKEL COMPANY, INC., THE<br><i>Marschalk and Pratt Co.</i> .....   | 53           |
| J. J. K. COPY-ART<br><i>Moss &amp; Arnold Company, The</i> .....  | 54           |
| JACKSON, ROBERT E.<br>KELLOGG SWITCHBOARD & SUPPLY CO.<br><i>Erans Associates</i> .....                                 | 50           |
| LE BLOND MACHINE TOOL COMPANY, THE<br>R. K.<br><i>Perry-Brown, Inc.</i> .....   | 9            |
| LEGGE & CO., INC., WALTER<br><i>Royer &amp; Roger</i> .....   | 29           |
| LOBO & WIJNBERGEN.....  | 73           |
| MARKETING & RESEARCH—DUN & BRAD-<br>STREET, INC.<br>MARSH STENCIL MACHINE CO.<br><i>Krupnick &amp; Associates</i> ..... | 72           |
| MCBEE COMPANY, THE<br><i>L. E. McGivena &amp; Co., Inc.</i> .....   | 38           |
| MERCROID CORPORATION, THE.....  | 34           |
| MORTON MANUFACTURING CO.<br>NATIONAL CASH REGISTER COMPANY, THE<br><i>McCann-Erickson, Inc.</i> .....                   | 82           |
| NATIONAL CITY BANK OF NEW YORK<br><i>J. Walter Thompson Co.</i> .....   | 57           |
| OTIS ELEVATOR CO.<br><i>G. M. Basford Co.</i> .....   | 4            |
| PARKER PATTERN & FOUNDRY CO.<br><i>Ralph Dalton &amp; Associates</i> .....  | 54           |
| PITNEY-BOWES, INC.<br><i>L. E. McGivena &amp; Co., Inc.</i> .....   | 8, 44 and 56 |
| PLAYBOY MOTOR CAR CORP.<br><i>Greenfield-Lippmann, Advertising</i> .....  | 31           |
| POLARIS CO., THE<br><i>Yardis Advertising Co.</i> .....   | 73           |
| PORTUGAL CALLING.....   | 35           |
| REIK, EMILIO.....   | 73           |
| REIMER DENREE CO.<br>REMINGTON RAND INC.<br><i>Leeford Advertising Agency, Inc.</i> .....                               | 67           |
| REVERE COPPER AND BRASS, INCORPORATED<br><i>St. Georges &amp; Keyes, Inc.</i> .....                                     | 74           |
| ROYAL BANK OF CANADA, THE<br><i>Albert Frank-Guenther Law, Inc.</i> .....   | 66           |
| ST. REGIS PAPER COMPANY<br><i>Robert F. Branch, Inc.</i> .....  | 33           |
| SMITH, BARNEY & CO.<br><i>Albert Frank-Guenther Law, Inc.</i> .....   | 39           |
| SMITH CORONA TYPEWRITERS, INC., L. C.<br><i>Newell-Emmett Co.</i> .....   | 77           |
| SOUNDScriBER CORPORATION, THE<br><i>Erwin, Wasey &amp; Co., Inc.</i> .....  | 78           |
| SOUTH AFRICA CALLING.....   | 64 and 65    |
| TALK-A-PHONE CO.<br><i>Dwight M. Blish Advertising</i> .....  | 52           |
| TOLEDO SCALE COMPANY<br><i>Beeson-Fuller-Reichert, Inc.</i> .....   | 45           |
| UARCO, INCORPORATED<br><i>The Buchen Company</i> .....  | 63           |
| UNDERWOOD CORPORATION<br><i>Marschalk &amp; Pratt Co.</i> .....   | 6            |
| UNION PACIFIC RAILROAD<br><i>The Cuples Company</i> .....   | 3            |
| UNITED STATES ENVELOPE CO.<br><i>Wm. B. Remington, Inc.</i> .....   | 46           |
| UNITED STATES STEEL CORP.<br><i>Batten, Barton, Dorstine &amp; Osborn, Inc.</i> ...                                     | 69           |
| UNITED WALLPAPER, INC.<br><i>MacFarland, Aveyard &amp; Co.</i> .....  | 7            |
| WAR ASSETS ADMINISTRATION—OFFICE OF<br>REAL PROPERTY DISPOSAL<br><i>Fuller &amp; Smith &amp; Ross, Inc.</i> .....       | 55           |
| WARREN WEBSTER & CO.<br><i>William Jenkins Advertising</i> .....  | 30           |
| WHELDIX MANUFACTURING CO.<br>WILEY & SONS, INC., JOHN<br><i>The Waterston Co.</i> .....                                 | 60           |
| WOOD OFFICE FURNITURE INSTITUTE<br><i>Henry L. Kaufman &amp; Associates</i> .....                                       | 42 and 43    |
| WYANDOTTE CHEMICALS CORPORATION<br><i>N. W. Ayer &amp; Son, Inc.</i> .....  | Cover        |
| YODER CO.<br><i>G. M. Basford</i> .....   | 30           |

# Let's Wake Up Rip Van Winkle!

*Millions of bushels of food may rot in our fields this harvest time, instead of being available to the world's markets—because we are short of freight cars. Here is a way that thousands of cars can be freed for service in a hurry.*

**A**RE you interested in the price of food? Does it give you a twinge to see those pictures of mountains of wheat piled on the ground and potatoes going to rot—when there's a desperate world food crisis?

The bottle-neck is our freight-car shortage. But thousands of cars could be freed by a single decision—if old-line railroad managements would act.

## Don't Blame the War!

This is hard to believe, but it's true: we have today only three-fourths as many freight cars in our country as we had twenty years ago. This shrunken fleet is now called on to handle the greatest peacetime traffic in history. And the war itself is not to blame for the shortage—for in no single year from 1925 to the start of hostilities did the railroad industry buy as many cars as it junked. Twenty years is a long time for even Rip Van Winkle to sleep!

## What Can Be Done?

There is at least one remedy that can be applied at once—despite the steel shortage and other difficulties in car-building. This remedy requires no new equipment, no period of time—nothing but an act of management:

Lift what appear to be agreements between railroads that deliberately slow down freight trains!

*Here is an example. There are eight important routes by which you can ship "fast" freight from California to Chicago. These routes vary in length as much as 450 miles. But, curiously, the time schedule for each of the eight is exactly 118 hours—and 30 minutes!*

*Similarly, scheduled freight trains moving west over the important routes from Chicago to the Coast areas, despite great differences in terrain and mileage, take exactly 130 hours—on the nose!*

## Is This Free Competition?

Could it be that these schedules are fixed by agreement? That the trains



*Are old-line managements asleep in the dell while many freight trains creep at a snail's pace—by agreement?*

which could be fastest are held back for the slowest—so that no road can have even the slightest competitive advantage?

Railroad men know that, in many instances, a whole day could be cut off these schedules between California and Chicago—if managements would simply order it. If that were done, on these roads and on others, it would ease the national car shortage at once!

There is good reason to believe that by lifting deliberate freight slow-downs, on the roads that still practice them, we could provide more cars this summer and fall than our shops can possibly build. And every car is desperately needed!

## A Call For Action!

The next few weeks will be the critical ones in our food problem. Our wheat crop is estimated to exceed any previous record by 300 million bushels. It is even now being piled in the fields—for want of cars.

If you feel as strongly about this as the C&O does, write to your newspaper and your congressman.

Ask them to stir up Rip Van Winkle—and tell him that time is short. Demand that our trains be scheduled not merely to suit the private deals of the railroads, but so that we can make the best use, for the whole public, of our depleted stock of freight cars!

## The Chesapeake and Ohio Railway

Terminal Tower, Cleveland 1, Ohio

# "How they turned off the lights in Payroll"



Blazing for nights-at-a-stretch before each payroll, those lights had become a familiar part of the scene. Then, suddenly, they were gone!

For the problem that used to keep them burning in the Payroll Department was finally and completely solved through the use of National Payroll Machines and National Accounting Machines. No more overtime — no more lights!

For many, many other firms, too, National Accounting Machines have ended costly, disruptive overtime. Some of these concerns are among the country's largest — some, far smaller.

Indeed, one of the most enthusiastic users of Nationals, anywhere, is a manufacturer employing a total of only about 60, and having a daily posting of accounts receivable of about 40. For he finds his National Multiple-Duty Typewriting-Bookkeeping Machine so flexible, and so suitable to his needs, that, *single-handed*, it handles his *entire* accounting.

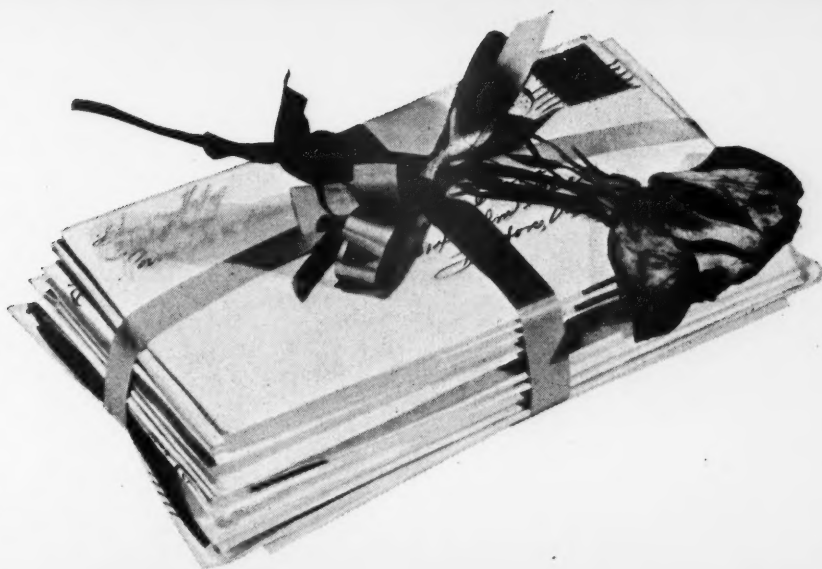
If you employ from about 50 people, up, let your National representative show you exactly how the right National Accounting System can save you time and money, while giving you better control of your own business. Or write to The National Cash Register Company, Dayton 9, Ohio. Offices in principal cities.



**THE NATIONAL CASH  
REGISTER COMPANY**



## love letters "with a grain of salt"



Are we being skeptical of some of the flaming phrases of young love? Not us! Rather we are referring to the secrets in a grain of common salt.

The chlorine it contains is used to bleach pulp in making stationery and other paper...to guard the water supply of great cities. Yet chlorine is only one of the industrial chemicals that stem from basic salt.

At Wyandotte, brine is also the

basis for Bicarbonate of Soda used in drugs and baking powder... for Caustic Soda used in making textiles and soaps... Soda Ash for the glass and paper industries.

"Salt of the earth" is a fitting phrase for this mighty chemical you use for casual seasoning. From it has grown one of America's great industries—whose products serve the health and commerce of the nation.

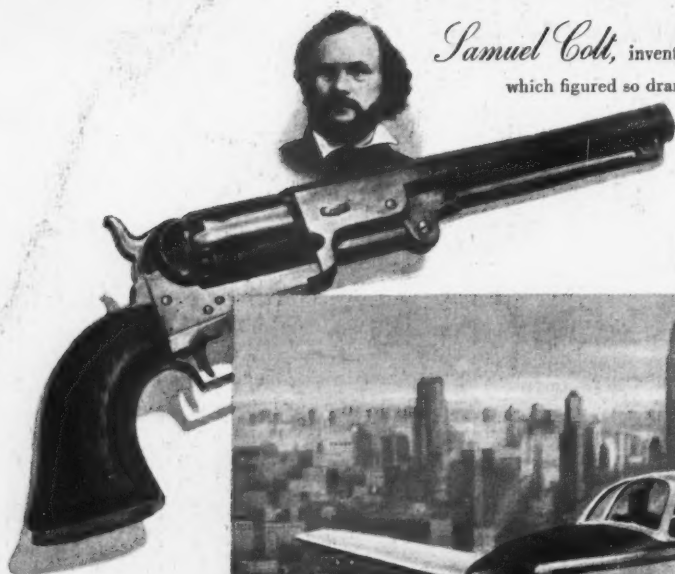
Wyandotte Chemicals Corporation is one of the world's major producers of soda ash, caustic soda, bicarbonate of soda, chlorine, dry ice and calcium carbonate. Wyandotte produces glycols and related compounds, certain aromatic sulfonic acid derivatives and other organic intermediates. Wyandotte is also the world's largest manufacturer of specialized cleaning compounds for business and industry.



**Wyandotte**  
REG. U. S. PAT. OFF.

**ORGANIC AND INORGANIC CHEMICALS**

WYANDOTTE CHEMICALS CORPORATION  
Wyandotte, Michigan • Offices in Principal Cities



*Samuel Colt*, inventor of the revolver—the great “equalizer”  
which figured so dramatically in our conquest of the West



Top Speed, 184 mph; Cruising Speed, 172 mph; Range, 750 miles

## A Great New “Equalizer” for the Business frontier... the **BONANZA**



ONE INDIAN on a horse could send a dozen arrows at a Texas Ranger before the Ranger could dismount to use his long rifle. But to this unequal duel came Samuel Colt’s “equalizer”—the six shooter—which stopped the Rangers’ enemies in their tracks.

To today’s business frontier comes an equally potent “equalizer”—the Bonanza, an airplane built for business, giving town and city businessman alike new mobility and range.

The four-place Bonanza is a fast airplane, cruising at 172 mph, but does it with the economy of 165 hp at a cost as low as one cent per passenger mile! Add the Bonanza’s limousine-

like luxury, its quietness, and its easy maneuverability in and out of the smallest fields—and you have air transportation that is tailored to fit the businessman’s needs!

The Bonanza comes fully equipped—two-way radio, landing lights, instruments, heater, electric retractable landing gear, flaps, controllable propeller and other refinements. Your Beechcraft distributor will be glad to

*Walter H. Beech*, pioneer in aeronautics, who produced the Beechcraft Bonanza as a modern “equalizer” in business transportation.

demonstrate it—and to discuss its adaptability to your transportation needs. We are still filling a large backlog of orders. Additional ones will be filled in sequence.

**Beech Aircraft**  
CORPORATION  WICHITA, KANSAS, U. S. A.

